

Austria	Shillings	90.00	Switzerland	Swfr100	
Bahrain	Dhri 450	Iraq	100.00	Sweden	SEK100
Belgium	BF 488	Italy	L1,000	Singapore	S\$4.10
Canada	CS 1.60	Japan	Y100	Spain	Pta125
Cyprus	CDT 75	Jordan	FR 500	Sri Lanka	Rupee 50
Egypt	EGP 100	Kuwait	SD 100	Tunisia	SD 100
Greece	Dr 52.50	Lebanon	SD 100	Turkey	TL 100
Finland	Fmk 7.70	Latvia	Ls 7.25	Venezuela	Bs 125.00
France	FF 4.50	Malaysia	Mrs 1.25	Thailand	SD 100
Germany	DM 82.20	Morocco	Dir 200	Tunisia	SD 100
Ireland	IR 1.20	Morocco	Dir 200	Venezuela	Bs 125.00
Hong Kong	HKS 1.2	Portugal	Esc 100	Venezuela	Bs 125.00
India	Ru 10.00	Norway	Nkr 10.00	USA	\$1.00

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,479

Thursday March 3 1988

D 8523 A

Spoor returns to
lead fray at
Pillsbury, Page 15

World News Business Summary

US to withhold Panama payments

The US Government said it was considering a request from deposed President Eric Arturo Devalle to increase economic pressure on Panamanian military leader Gen Manuel Antonio Noriega by withholding payments for operation of the Panama Canal.

Meanwhile, in Panama City, a strike in protest against Noriega closed down much of the capital as the Government tried to allay fears of a run on banks. Cash crisis 'staved off', Page 4

Iraq extends barrage

Iraq extended its missile barrage against Iran to Qum, the Islamic Republic's main spiritual centre and home of Ayatollah Khomeini, on the fifth day of reciprocal attacks between the two countries. Page 4

Soviet warning

The transfer of US F-16 fighter aircraft from Spain to Italy would constitute a threat to the Warsaw Pact and to peace in the Mediterranean, the Soviet ambassador in Rome said.

Volcker appointment

Paul Volcker, former Chairman of the US Federal Reserve, is to become chairman of James Wolfensohn, Wall Street investment banking firm specialising in mergers and corporate restructuring. Mr Volcker also accepted a half-time chair at Princeton University.

Boost for Bush

US Vice-President George Bush led Senator Bob Dole in the Republican presidential primary in Vermont. Page 4

N-plant closure plan

The Swedish Government proposed a timetable for closure of the country's 12 nuclear reactors, taking the first tentative steps towards abolition of nuclear power which was sought by the majority of voters in a 1980 referendum. Page 2

Afghans to fight on

Afghan rebels denounced UN-sponsored peace talks in Geneva as unacceptable and vowed to continue fighting the Soviet-backed government in Kabul. Afghans must decide alone, Page 4

Tutu calls for break

Archbishop Desmond Tutu, head of the Anglican Church in South Africa, appealed to Western countries to break off diplomatic relations with South Africa until it cancelled the ban it imposed on 17 anti-apartheid groups last week. Trade surplus falls, Page 3

Mozambique flood alert

About 15,000 people were evacuated from their homes in Mozambique's southern Limpopo Valley because of a threat of floods caused by heavy rains.

Libyans questioned

Four Libyan pilots who flew their Soviet-made fighters to Egypt were questioned by officials about their reported defection. The Government imposed a news blackout on the case.

Basque cell death

A Basque separatist guerrilla convicted of murder was found hanged in his prison cell near Madrid in an apparent suicide.

Italian minister for trial

A Rome magistrate ordered Scientific Research Minister Antonio Ruberti and 11 other people to stand trial for allegedly misusing state health care funds.

Takeover protest

Thousands of workers from French robot-maker La Télemecanique Électrique marched through Paris on strike against a hostile takeover bid by engineering company Schneider SA.

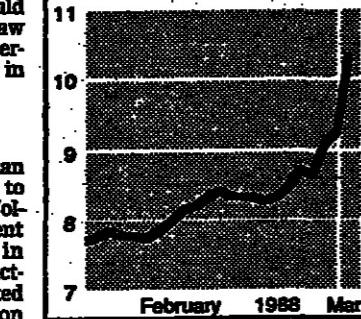
Merrill Lynch executives to resign

MERRILL LYNCH Europe senior executives Steven Licht and Caleb Watts, who four weeks ago took part in a massive defection from Credit Suisse First Boston to join Merrill, are leaving the company. Merrill says their departures later this year would be "mutual agreement". The move follows an uncertain period marked by other departures and a slump in the company's Euro-bond market share.

BOC GROUP, UK-based industrial gases producer, to sell its US carbon graphite operations to Showa Denko, Japanese chemical company and a consortium led by a BOC director. Page 15

LONDON METAL Exchange price for nickel to be delivered in three months shot to a record \$10.50 per tonne at one stage due to

Nickel LME 3 month price (\$000's per tonne)



news of production problems at PT Internationale Nickel Indonesia (PT Inco). The three-month LME price closed at \$10.255 a tonne. Page 22

WALL STREET: The Dow Jones industrial average closed 0.83 up at 2071.29. Page 34

LONDON: Strong buying of blue-chip stocks by UK and US institutions helped send shares to their highest since the week of the market crash. The FT-SSE broke the 1,500 barrier for the first time since October 22, closing up 263 to 1,503.75. Page 30

TOKYO: Investors grew increasingly bullish in Tokyo, helping to push up share prices almost across the board. The Nikkei average chalked up a 265.92-point gain to 25,582.82 on volume of 1.84bn shares. Page 34

DOLLAR closed in New York at DM1.6965, FF15.7375, SF1.4225 and Y128.40. It closed in London at DM1.6925 (DM1.6850); FF15.7275 (FF15.7060); DM2.9975 (DM2.9980); FF10.1675 (FF10.1620); SF12.4775 (SF12.4750); and Y226.75 (Y226.80). Page 23

STERLING closed in New York at \$1.7675; FF1.2975 (FF1.2980); DM2.9975 (DM2.9980); SF1.4225 (SF1.4220); and Y128.15 (Y128.25). Page 23

NEAMATOMIC, French nuclear power plant construction group 40 per cent owned by Compagnie Générale d'Électricité, sweetened its bid for Télémécanique to FF15,800 a share, valuing the French factory automation company at FF15.13bn (\$1.6m). Page 18

TRANS-NATAL, South Africa's second-largest coal company announced that sanctions, low export prices, higher rail and harbour tariffs, higher costs and adverse exchange rate movements had almost eliminated first-half earnings. Page 17

IMF approved a \$17m loan to support Malawi's economic and financial programme. The Fund said the country was hit hard by a deterioration in its terms of trade at the same time as it was allowing more relaxed monetary and credit policies.

NEW ZEALAND Government expects to replace British Gas with a new buyer for Petronor, its energy group, within 36 hours. David Lange, Prime Minister, said. Page 17

OSLO BOURSE, one of the last stock exchanges in the world to implement electronic trading, to launch its own "big bang" on May 2. Page 18

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Greenspan calls for further cuts in US budget deficit

BY LIONEL BARBER IN WASHINGTON

MR ALAN GREENSPAN, chairman of the US Federal Reserve, yesterday called for further cuts in the \$150bn Federal budget deficit to avoid future turbulence in the financial and foreign exchange markets.

Mr Greenspan warned that increases in domestic savings would be required to compensate for the expected slowdown in foreign capital flows financing the budget deficit.

In his testimony to the Senate Budget committee, Mr Greenspan said US dependence on foreign capital to bridge the gap between domestic savings and investment was neither a satisfactory nor a sustainable solution.

Sounding a further warning, Mr Greenspan said: "While we all seek to avoid recessions, the Congress cannot count on indefinitely sustaining Federal revenues by a growing economy."

The Fed chairman sought to allay fears that this year's expected slowdown in the US economy would turn into a recession. While growth in the first quarter

was running at around half of last year's exceptional pace, there are now signs of the imbalances that typify the late stages of a business cycle expansion."

Mr Greenspan repeated Congressional testimony last week in which he confirmed that the Fed's policy-making Federal Open Market Committee had widened the range for money growth to four percentage points and would assess "monetary aggregates" with particular attention to the performance of the dollar on foreign exchange markets.

Mr Greenspan's remarks underlined the Reagan Administration's commitment to support for the dollar in the foreign exchange markets - which was stated unequivocally by Mr James Baker, US Treasury Secretary in Congressional testimony on Tuesday.

Despite his warning about US dependence on foreign capital, Mr Greenspan said in response to a question that he was opposed to curbing overseas investment in US industry and assets. "For

sign investment is not a threat to this nation," he said.

In the past five years, some \$800bn of foreign capital has flowed into the US, buying up banks, land, hotels, as well as financing the deficit. This huge inflow has transformed the US from the world's largest debtor to the world's largest creditor.

Some commentators and prices in Congress have warned about "economic embargoes" and have suggested tightening laws on acquisition of US companies by foreigners and on related disclosure requirements.

Mr Greenspan repeated his view that deficit reduction should focus primarily on the spending side of the Federal budget. He agreed that last year's two-year \$76bn budget reduction accord between the White House and Congress was disappointing, but said: "There are no easy answers or formulas."

Managed floating rates urged, Page 8; Pöhl on European bank, Page 2

France 'faces takeover threat'

THE FRENCH Agriculture Minister, Mr Francis Guillaume, said yesterday that foreign groups were launching a takeover offensive against the country's food-processing industry.

Mr Guillaume said France's farm bank, Crédit Agricole, and other agricultural credit institutions should establish a fund to give financial support to food processing companies which, because of their capital structure and activities, were potential takeover targets.

"This fund could respond

immediately to an attack against one of France's major food groups," he said.

He declined, however, to give details and said it was up to the banks to get together and take action.

"Foreign conglomerates are trying to buy French groups to use the name of quality attached to French food products for the benefit of their own

Continued on Page 14

Federated accepts Macy's \$5.25bn cash takeover bid

BY JAMES BUCHAN IN NEW YORK AND MAGGIE JURRY IN LONDON

R. H. MACY, the private New York-based retailing group, gained a decisive edge in the battle for Federated Department Stores when it secured a big store group's agreement yesterday to bid of \$5.25bn in cash and a package of shares.

At a board meeting, Federated, the Cincinnati group which is North America's largest department store business, accepted an improved offer from Macy of \$74.50 a share for 90 per cent of the company and stock which would amount to 40 per cent of the combined group.

The Federated board picked the improved Macy offer over persistent approaches from Campau, the Toronto-based real estate and retailing group.

The deal is a setback for Marks and Spencer of the UK, which hoped to use a Campau victory as a springboard for its own expansion in the US. Campau agreed to sell Marks and Spencer to the Brooks Brothers menswear

store retailing, creating a giant and highly leveraged organisation with sales of more than \$15bn, an overwhelming presence in New York City and more than 700 department stores and other shops all over the US.

The new group, to be called Macy/Federated, will be 60 per cent owned by the 400 managers and other investors who took Macy private in 1986. It is expected to start life with as much as \$800m in debt.

Marks and Spencer said last night that it would proceed with its "due diligence" investigations of Brooks Brothers, the men's wear chain it conditionally agreed to buy from Campau for \$770m, in case Campau's bid for Federated succeeds. The investigations began last week and are now nearly completed.

However, if Marks and Spencer accept the deal, it will still be committed to expanding in the US.

Success for the Macy offer will transform North American big

panies' heavy involvement in defence equipment.

Other companies whose names have been linked with BAE include the consumer electronics group Thorn EMI and conglomerates BTR and Hanson.

BAE said it attributed the rise to a reappraisal of the deal: it had no knowledge of anyone interested in a possible takeover approach.

The day saw persuasive talking by BAE's top management with both analysts and investing institutions in its efforts to convince them that their initial response of alarm had been wrong.

Mr Iida said in Geneva: "We think there will be some talk. Continued on Page 14

Background & analysis, Page 8

Editorial comment, Page 12

Oil prices fall to

16-month low amid market glut

EUROPEAN NEWS

Nato urges talks on conventional force reductions

BY DAVID BUCHAN AND ROBERT MAUTHNER IN BRUSSELS

THIS imbalance of conventional forces in Europe is "at the core of Europe's security concerns" and therefore early agreement with the Warsaw Pact on the scope of talks on cuts in conventional forces "would be an important step forward", Nato leaders said yesterday.

Leaders of the 16 Nato allies issued a special communiqué entitled "Conventional arms control: the way ahead".

The Warsaw Pact had more advantages over Nato, it said. Not only did the Eastern alliance have more conventional weapons, but forward Soviet deployments gave it "a capability for surprise attack and large-scale offensive action" that Nato neither had, nor aspired to. The Warsaw Pact had massive reinforcements only a few hundred kilometres from the central front whereas most Nato reinforcements would have to cross the Atlantic.

Asymmetries between the two alliances were compounded by the fact that Soviet forces "represent 50 per cent of all the active divisions in Europe between the Atlantic and the Urals". This Soviet superiority and its presence in Eastern Europe "cast a shadow over the whole of Europe".

Setting the military detail of the current Nato-Warsaw Pact conventional force discussions in Vienna in a wider political and security framework, the Nato leaders said the relation between nuclear and conventional forces was complex. Nuclear weapons were needed in Europe not just to

Bonn faces problems over stake in Airbus

BY DAVID MARSH IN BONN

THIS Bonn Government faces a further uphill effort in trying to restructure West Germany's shareholding in the European Airbus consortium, according to officials.

This reflects the strong reluctance of Daimler-Benz,

the motor and engineering conglomerate, to take over management control of Messerschmitt-Bölkow-Blohm (MBB), the aerospace group

which is the West German shareholder in Airbus.

Mr Erich Riedl, state secretary in the Economics Ministry, told Parliament yesterday that no progress had been made in efforts to find new industrial partners for MBB in which public sector bodies have a dominant stake.

The Nato leaders said they would neither make nor accept proposals which would involve an erosion of the Allies' nuclear deterrent capability.

In general terms, security in Europe involves "not just military, but also political, economic and, above all, humanitarian factors", the Nato leaders said. But West Germany, for one, has evinced some concern that progress on arms control should not be tied too closely to that on human rights.

Any conventional force accord

should have, as a high priority, the elimination of the capability for launching surprise attack and large-scale offensive action.

Nato would seek highly asymmetrical reductions by the East and the elimination from Europe of tens of thousands of Warsaw Pact weapons relevant to surprise attack, among them tanks and artillery. Exactly what is meant by "highly asymmetrical" is still the subject of internal Nato debate.

In the fifth of a series, Guy de Jonquieres examines the implications for Switzerland of the end of EC internal barriers

Worried Swiss weigh cost of keeping the Community door open

A RIPPLE of anxiety is spreading across the placid surface of Swiss banking. After decades of prosperity built on a phenomenal ability to attract capital from all over the world, Switzerland is worried that it may soon face a run for its money.

The cause of alarm is the European Community's plan to create a single market in goods and services by 1992. Though many details of the plan remain fuzzy, the Swiss are starting to discern in it the outlines of a serious challenge to the competitiveness of their banking and finance industry and, beyond that, to their jealously-guarded national independence.

As part of the European Free Trade Association, Switzerland has long enjoyed tariff-free trade with the Community without having to subscribe to the industry's costly legislative obligations and political concessions involved in full EC membership.

However, this apparently uncommittal relationship may be nearing an end. The Swiss fear it may be forced to avoid an switchover choice between knuckling under EC legislation as the price of access to the future internal market and continuing to play by their own rules, thereby risking economic isolation and a possible loss of valuable business.

The dilemma is encapsulated by Dr Klaus Huber, head of cor-

porate lending at Union Bank of Switzerland (UBS), the country's largest bank. Describing Switzerland's relationship with the EC as a "high-wire act", he says:

"The obvious question we have to ask ourselves is what is the value of being different? Would we not have to give up a lot if we aligned ourselves more closely with the Community?"

Adding piquancy to the debate is the aftermath of the stock market crash. The bigger Swiss banks have all committed sizable investments to strengthening their operations in New York, Tokyo or London, but some observers wonder how long the momentum will continue.

I have a feeling that some very ambitious plans aimed at a development in the present may be put on hold this year," says one Swiss banker. "But we cannot continue to exist just on our home market. We have to find ways to generate new business, and that is likely to mean relying more on markets in the rest of Europe."

Publicly, the federal government adopts an up-beat attitude towards these uncertainties, insisting that completion of the internal market — "European economic zone", as it prefers to call it — has always been on the cards. But officials in Berne admit that getting the best of both worlds in the future will not be easy.

Unlike some other Eta countries, such as Norway, Switzerland does not see EC membership as a realistic option. Indeed, the depth of popular hostility towards multilateral organisations was demonstrated only two years ago, when a proposal to join the United Nations was resoundingly defeated at a referendum.

None the less, developments in Brussels are intruding increasingly into Switzerland's internal affairs. In particular, its government is anxious to ensure that national policies do not conflict with the approach laid down in the European Commission's 1985 White Paper on the internal market. Berne recently decided that all draft federal legislation with international implications should be accompanied by an annex explaining how it would square with EC law.

The hope is that if Switzerland is seen to be respecting the rules of the internal market, it will be allowed to participate in it. Inconveniently, however, the EC has yet to formulate many of the rules, particularly for financial services. Hence, Berne cannot be sure whether some of its own laws, such as a bill on insider trading now in preparation, will be acceptable to the Community.

This self-imposed subservience obviously grates. "We have to follow decisions in Brussels and we have no say in them," complains

Dr Rolf Ehlers, an economist with Crédit Suisse in Zurich. "The Community's attitude is to impose decisions, not to consult," says Mr Jean-Paul Chauvin, president of the Swiss Bankers' Association.

Though Swiss bankers are still thinking the issues through, they see three main dangers in the single market plan. First, they

are worried that their national laws and regulations may not be accepted by the EC as equivalent to those of its member countries.

That would mean that banks serving EC customers, most of Switzerland, would be subject to tighter restrictions than those based inside the Community. In particular, Swiss banks fear they would be legally required to meet higher capital adequacy ratios and thus bear higher costs than competitors established in the EC.

The obvious answer is to set up more operations inside the EC, where

banks have offices in London and Frankfurt, some of them are still mainly represented in other Community countries. "It probably wouldn't pay to have operations in Paris, Milan or Amsterdam, because nowadays the business comes to us in Zurich," says Mr Andy Donach of UBS's securities division. The costs of expanding UBS's network could only be justified as an insurance policy against the risk of exclusion from the EC, he says.

The second worry is that EC countries may agree to a common rate of withholding tax on interest and dividends and press Switzerland to follow suit. The Commission has suggested that such harmonisation may be necessary to discourage hot money flooding from one country to another, particularly after capital and exchange controls are lifted in countries such as France and Italy.

At present, Switzerland imposes a 35 per cent withholding tax, but only on securities sold by domestic issuers. Swiss securities issued by non-Swiss counterparties, which are most popular with foreign investors, are exempt. These accounted for three-quarters of the SF16.7bn issued last year.

Fiscal policy generally is a delicate issue in Switzerland, where

proposals to introduce value

added tax have twice been

rejected at referendums. However, sensitivities on this score are at nothing compared to the third major issue, bank secrecy.

This tradition is not only widely regarded as a constitutional right but also, along with political stability and a strong currency, as a magnet for the foreign capital inflows which underpin its banks' formidable placement power. More than half of all Swiss banks' foreign account-holders are individuals, many of whom would presumably be unhappy to lose their anonymity.

Even though the Swiss have yielded in the past few years to EC pressure to divulge more information, they are determined not to cede any more ground. They would certainly balk at mandatory reporting by banks to national tax authorities, an idea favoured by several EC governments worried about the potential for tax evasion after 1992.

If that were really the price of joining the internal market, the Swiss people would say no, says Mr Beat Fenner, head of multinational services at Crédit Suisse.

In bargaining with the EC on the terms of its future relationship, Switzerland holds a mixed hand. Its highest card on the table, its trade deficit with the Community, which totalled SF16.6bn last year, cannot be played aggressively, since to do so would invite a trade conflict

from which it would almost certainly emerge the loser.

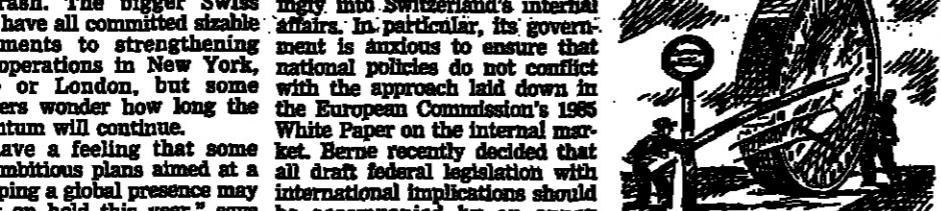
However, if the Twelve were to agree on stricter internal controls, such as a harmonised withholding tax or mandatory bank reporting, Switzerland's negotiating position might be strengthened in the short term, since such measures could make its markets more attractive to some EC investors.

Potentially, Switzerland will be able to exploit the constraints and deficiencies of the future Community system, says Mr Stanislas Yassukovich, chairman of Merrill Lynch International.

In the longer term, though, failure to co-operate with the Community could risk casting Switzerland in the role of an international financial maverick cut off from the mainstream of European markets.

Striking just the right balance is likely to call for some delicate judgments. But as they ponder the options, some Swiss bankers are warmed by a consoling thought. "One of our reassurances is that the City of London is inside the Community," says one. "We don't see Britain allowing anything to happen in Brussels which could really restrict the Community market," and make it less international.

Previous articles in the current series appeared on February 19, 22, 23 and March 1. The final article will appear tomorrow.



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Commission task force to vet cross-border mergers

BY WILLIAM DAWKINS IN BRUSSELS

THIS PLANS TO set up a central EC task force to vet cross-border mergers likely to distort free competition were revealed yesterday by Mr Peter Sutherland, the European Commissioner responsible for competition policy.

The group, which would work from Commission headquarters in Brussels, would enforce a cross-Community merger control regulation formally proposed by the Commission yesterday. The proposal must be accepted by EC trade and industry ministers, due to debate the controversial scheme in late June, before it can take effect.

Practically all EC mergers with a combined turnover of more than Ecu100m (\$700m) would have to be notified to the unit in

advance, which would issue a decision within two months, rising to four months if it wanted to demand changes to protect free competition. "The essential purpose is to provide clarity and certainty and avoid a situation where different member states might come to different conclusions, some of which might be improperly motivated, for instance by the wish to protect indigenous industries," said Mr Sutherland.

The exceptions would be takeovers involving small companies with annual sales of less than Ecu10m and mergers where more than three-quarters of the combined turnover is in one member state. An estimated 100 to 150 cross-border takeovers would have to be notified every year.

Azerbaijan riot deaths

SEVERAL PEOPLE were killed on Sunday in ethnic riots between Azerbaijanis and Armenians in the city of Sumgait, a Foreign Ministry spokesman said yesterday, Reuter reports from Moscow. Mr Gerasimov said he did not know the exact death toll, or the nationalities of those killed. He said people had also been injured. "There were several victims. Not many, but several," he said. A criminal investigation was under way.

Sumgait, the Azerbaijani republic's second city, is at the centre of the latest outbreak of Soviet ethnic unrest. Mr Gerasimov said an exact

death toll should be available later, adding: "I hope they will find those responsible and bring them to justice."

Troops and armoured cars enforced a curfew in Sumgait during Monday and Tuesday nights after the rioting. The city is now reported calm.

A Moscow dissident, Mr Sergei Grigoryants, said earlier that 17 people had been killed and 70 injured in the Sumgait disturbances. There was no independent confirmation of those figures. Mr Grigoryants, who is of Armenian origin, was quoting what he said were reports from Armenian families related to the victims in Sumgait.

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EUROPEAN NEWS

Balladur plans quick start to privatisation

BY GEORGE GRAHAM IN PARIS

MR Edouard Balladur, the French Finance Minister, is drawing up plans for a more gradual application of his privatisation programme after the presidential election and for a reform of the takeover rules.

He said yesterday that his proposals had been "put on hold" while he was away on a working visit to the Soviet Union. He will be able to make a quick start on the privatisation of the state-owned insurance groups and of three small regional banking companies. But he said that he was thinking of changes in the way future privatisations were carried out.

Larger state companies may be sold off in tranches to spread the burden on the financial markets, he said. He also indicated that he was considering the conversion of non-voting certificates of investment — which form up to 25 per cent of a state company's equity — into normal voting shares ahead of a full privatisation.

Other measures being considered were an increase in the 10 per cent of each privatisation offering reserved for employees and a reduction in the proportion of shares offered overseas, already limited to 20 per cent. The Government has noted with concern that foreign investors were often quick to sell their stakes during last year's market downturn.

Mr Balladur said that the recent wave of hostile takeovers had made him consider increasing the size of the "hard core" of



Balladur: Drawing up plans friendly shareholders selected to defend each privatised group, and to look more closely at the stock exchanges' takeover rules.

Recent takeover struggles for companies such as Protovox, the wool group, or Télesmécanique, the industrial automation company, had raised a number of questions over the conduct of contested bids.

Among the proposals under consideration at his ministry are an obligation on a shareholder to make a declaration of intent once he has passed a threshold; greater transparency of the shareholdings of defending companies; and a block on "shark repellent" capital increases during takeovers.

Lisbon seeks flexible monetary controls

BY DIANA SMITH IN LISBON

THE PORTUGUESE Government plans to use more flexible means of regulating credit and interest rates.

Instead of rigid ceilings now fixed by the Bank of Portugal for each institution and interest held to a minimum on time deposits and a maximum for loans, an open market with diversified instruments and elastic interest rates will be gradually developed.

It is expected that restrictive ceilings aimed at cooling demand that grew by 9 per cent in 1987 and controls on interest will soften in a few months time.

The interbank money market, now pegged to Treasury Bills periodically auctioned by the Bank of Portugal, is likely to diversify as the authorities learn to handle laws of supply and demand without trying to control them bureaucratically.

Tough credit limits have pushed small and medium sized companies that are expected to play a vital part in Portugal's development, and have been skirted by larger companies which borrow abroad or go to the capital markets.

Domestic credit to the private sector cooled in the second half of 1987. Private enterprise is

wary of having its credit constrained by disproportionate needs of a heavily indebted state sector and an accumulated public debt that exceeds 50 per cent of gross domestic product. The public sector's financing needs were €10 billion (\$14bn) — about 11 per cent of GDP, up to November 1987.

The authorities excuse for administrative credit ceilings that distort bank results and bruise many private or corporate borrowers, has been the burden of State borrowing: this in principle should ease as privatisation begins later this year.

Fuelled by EC accession, private sector energies caused record 1987 GDP growth of 5 per cent with tremendous consumer demand, and investment that grew 16 per cent, with 20.5 per cent volume growth of imports of capital and consumer goods.

Exports grew steadily but modestly by 7.8 per cent in volume, stretching the trade gap to \$4.6bn.

Cooling 1988 demand suggests that this year may be closer to the forecast of GDP growth of 3.5 per cent and inflation of 6 per cent, against 9.4 per cent in 1987.

Nato and Warsaw Pact in row over tactical arms

BY JUDY DEMPSEY IN VIENNA

NATO AND the Warsaw Pact countries, holding informal talks in Vienna to look at ways of reducing conventional weapons in Europe, are locked in a major disagreement over whether or not tactical nuclear weapons should be included in the final mandate.

Western diplomats attending the informal talks on conventional stability — which began in February 1987 with the aim of breaking the deadlocked 14-year-old mutual and balanced force reduction talks — say Nato will not agree to include a reference to dual capable systems in the final document.

"These talks are about conventional weapons," a Western diplo-

mat said. "This means all conventional weapons and systems. If any reference to nuclear weapons is included, it means that the Warsaw Pact will wish to start negotiating on this issue and we are not prepared to do this."

Over the past two months, the Warsaw Pact has shown few signs that it is prepared to drop its insistence on including a reference to dual-capable systems.

On other issues, diplomats have described the progress as steady. In recent meetings the 23 members of Nato and the Warsaw Pact have been discussing on what role the neutral and non-aligned should be informed about the progress of the talks and a mandate has been agreed.

GM to replace key model

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT, IN GENEVA

GENERAL MOTORS of the US, the world's largest automotive group, confirmed it is to replace the ageing European Opel Ascona/Vauxhall Cavalier range in the autumn in a strategic product move that will be crucial

to its fortunes in Europe into the early 1990s.

The new car, to be called the Opel Vectra in Continental Europe — it is understood that Vauxhall, GM's British subsidiary, will retain the Cavalier name in the UK — will increase the already fierce competition in the vital mid-range segment in the European car market and in the all-important fleet market.

The Ford Sierra was the best-selling car in this sector last year, but Ford's leadership is coming under intense pressure with the launch of competitors like the Peugeot 405, the 1988 Car of the Year in Europe, and the new Volkswagen Passat and Toyota Corolla II models which were both unveiled this week at the Geneva Motor Show.

Last year sales of the Ascona/Cavalier in Europe dropped to 283,246 units from 288,143 in 1986 and GM's share of this segment fell to 8.9 per cent from 11.4 per cent in 1986.

Papal visit refused by Moscow

BY CHRISTOPHER BOBINI IN MOSCOW

THE SOVIET authorities are continuing to bar Pope John Paul from attending the 1,000th anniversary celebrations of Christianity in Russia in June, to which all Christian churchmen have been invited.

Archbishop Filaret of Kiev, a leading figure in the Russian Orthodox Church, said yesterday that relations with the Roman Catholic Church were developing rather successfully.

The celebrations take place from June 4 to 16 in cities including Kiev and Moscow, the archbishop said, adding that 7,000 Russian Orthodox clergymen were invited. In the Soviet Union, 15 new parishes established last year.

The Soviet Union is in dispute with the Vatican over several issues, including that of the Ukrainian Uniate Church, which was forcibly merged with the Russian Orthodox in 1946, but which Rome continues to recognise.

In Lithuania, which is disputing who wants to visit, and to a lesser extent in the other Baltic republics, the Catholic Church provides a focus for national feelings. The Vatican has also refused to recognise the incorporation of these republics into the Soviet Union.

Rome seeks early easing of exchange curbs

BY JOHN WYLES IN ROME

THE ITALIAN Government is hoping to bring forward to the early summer plans to lift a variety of exchange controls affecting Italians travelling abroad.

A wide-ranging liberalisation is set for October 1, but Mr Renzo Ruggiero, the Foreign Trade Minister, said yesterday he wanted some of the reforms in time for the summer holiday season. "I hope that political circumstances and exchange rate stability will permit," he added.

He was referring to the political crisis which is expected to break towards the end of this month when the 1988 budget finally clears Parliament. Mr Giovanni Spadolini, the Prime Minister, is then expected to resign and it is by no means clear how long it will take to form another coalition government.

But, if conditions allow, Italian tourists will be able to use credit cards abroad and to export up to Lira 2450 (£45) in banknotes instead of the Lira 500 now allowed.

They will also be able to issue non-transferable lire cheques for up to Lira 100.

When these and other planned relaxations affecting corporate dealings in foreign exchange are introduced, Italy will be equipped for the first time with an exchange control regime in advance of the minimum freeze required by the European Community.

Mr Ruggiero said liberalisation measures introduced last spring, allowing Italians full freedom to purchase foreign securities, had not had a marked effect on the balance of payments. Outflows had risen by around Lira 30,000bn, but these had been partly offset

by inward investment of around Lira 500bn. Italy's current account closed last year with a surplus of Lira 700bn and registered a surplus of Lira 360bn in January.

He stressed that the healthy current account was an important background to the latest piece of reform he was introducing — the removal of exchange control offences from the criminal code.

"We are the only country in the Community in which exchange control violations are a criminal offence, and clearly this is inappropriate as we move towards full freedom of capital movements."

The criminal law was brought into exchange dealings in 1976 when the country suffered a flight of capital because of growing social unrest and the emergence of the *compromesso storico* by which a Christian Democratic government was sustained by the Communists.

Once the law is passed, violations of remaining exchange controls will be treated as an administrative offence punishable by fines relating to the volume of currency involved.

Ethnic tensions fuel Hungary-Romania hostility

BY LESLIE COLLIOTT IN BUDAPEST

A TENSE relationship between Budapest and Bucharest over the 1.7m ethnic Hungarians in Romania has hardened into unprecedented hostility between the two neighbouring Warsaw Pact allies.

Western diplomats here say the Soviet Union, which last year vainly attempted to mediate in the now raging dispute, is unlikely to intervene again, especially given its own acute national problems.

Senior Hungarian party and government officials accused Romania this week of seeking to "rid itself" of the intellectual elite among the Hungarian minority in Transylvania. While ordinary ethnic Hungarians were widely discriminated against, there was severe harassment of writers, teachers and other intellectuals, they said.

A record 6,000 ethnic Hungarians were reported to have been given political asylum by Hungary last year. However, some Hungarian officials say the number

was closer to 10,000. The influx rose further in January and February and Hungary is concerned about finding jobs and housing for them.

One well-placed party official suggested that Romania knew its ethnic Hungarians were "desperate" and that they would apply for asylum when given permission to visit Hungary.

The Hungarian authorities are deeply worried that if the cream of the Hungarian minority leaves Transylvania, the remaining Hungarians will be silently assimilated. "These people are the voice of Hungarians in Transylvania," the official said.

Transylvania, which belonged to Hungary until 1919, is regarded historically as an integral part of the nation.

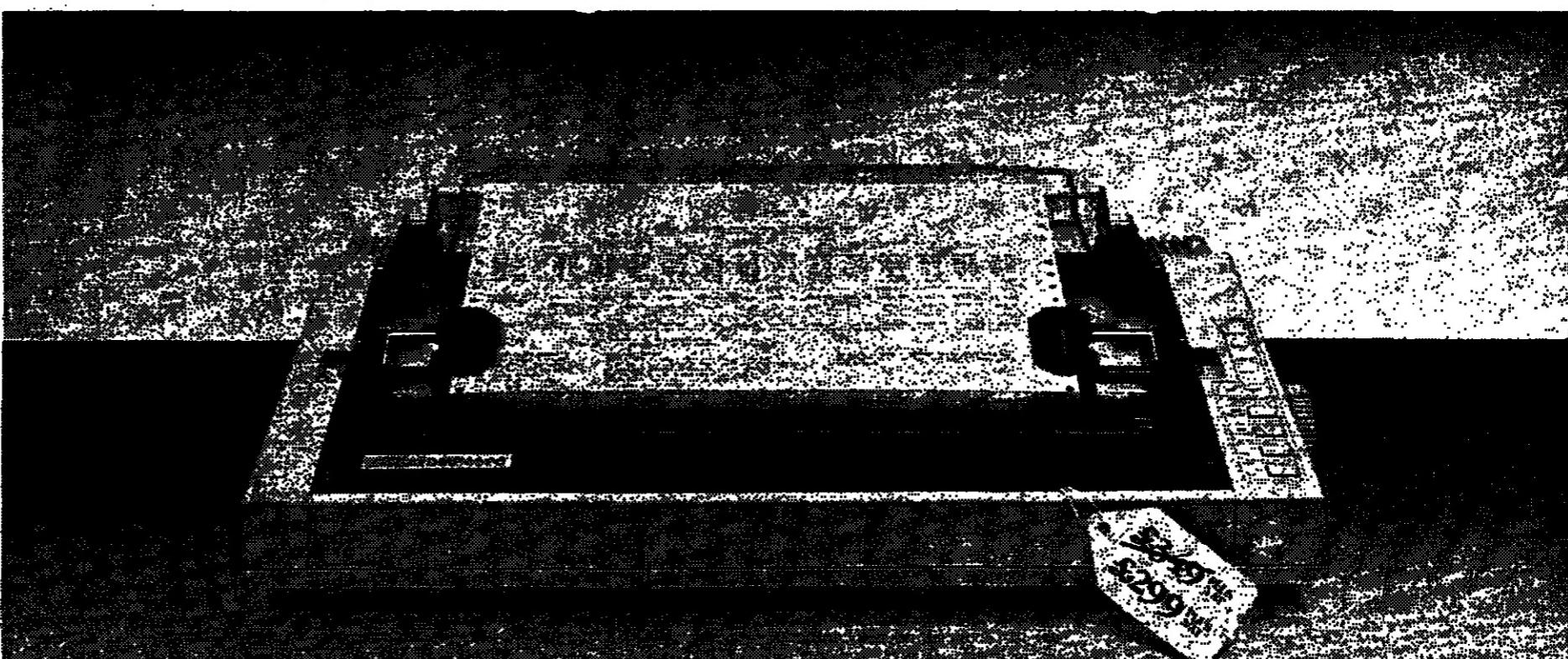
Hungarian party official, speaking at an interview, blamed some "tricky" Romanians for the deterioration in relations. He noted that despite last year's riots in Brasov, the position of the Romanian leader, Mr Nicolae Ceausescu, remained very strong. "He is kept in power by a ruthless internal security apparatus and a tight network of informers," he said.

Romania

has become increasingly isolated in the past year from both its Warsaw Pact allies and the West as a result of serious human rights violations. The US, previously Bucharest's staunchest Western supporter, said last week that Romania had said it no longer wanted Most Favoured Nation status as this was dependent on observance of human rights.

Hungarian citizens travelling to visit relatives in Romania are having to bribe Romanian Customs officials with meat, butter and cigarettes to avoid being held up for hours by border controls, according to reports.

Motorists entering Romania are also said to be stopped frequently by the police and threatened with alleged traffic violations if they do not hand over petrol coupons which enjoy a high black market value in Romania.



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OVERSEAS NEWS

Tax cuts, more welfare key to new HK budget

BY DAVID DODWELL IN HONG KONG

TAX CUTS and increased spending on welfare and transport were the keywords yesterday of the Hong Kong budget for 1988, as the Government signalled steady growth in the year ahead and a substantial budget surplus.

The personal tax rate is to be cut by one point to 15.5 per cent from 16.5 per cent, with a number of new personal allowances. Corporate taxes are to be trimmed by 1 point to 17 per cent.

Public pressure for separate taxation for working women has been resisted for the second year running, but long-standing demands for a cut in the airport departure tax have finally been heeded.

This tax will be cut to HK\$100 from HK\$120. Minor tax increases were announced for petrol, cigarettes, alcohol, driving licences and later in the year - postal and telecommunication charges.

Mr Piers Jacobs, Hong Kong's Financial Secretary, indicated that tax cuts could have been more substantial, but for fears of further over-stimulating an already overheated economy.

Mr Jacobs revealed that the economy grew in 1987 by an estimated 13.6 per cent in real terms, after growth of 11.2 per cent in 1986. The economy is working at full capacity, with acute labour shortages in some sectors, and wage inflation an increasing worry.

The Government predicts

growth this year of a more modest 5 per cent as the US economy slows. Domestic exports are forecast to rise by just 6 per cent, and imports by 9.5 per cent, while inflation rises to 7 per cent from 5.5 per cent last year.

Government revenues, boosted by two years of double-digit economic growth, leave officials expecting a budget surplus in the fiscal year 1987-88 of HK\$37.5bn. A surplus of HK\$5.5bn is forecast in the year ahead, even after tax breaks amounting to HK\$2.7bn, and spending increases.

Governor Connelly is to be invited by HK\$10m for additional welfare measures, especially for the old and chronically sick. Additional funds are also to be put into improving the territory's hard-pressed transport system and infrastructure. Further aid is to be given to industry.

The civil service is to be expanded by 4 per cent both this year and next, mainly in the areas of medical services and the police.

Mr Jacobs said that the volatility and uncertainty in an externally-dependent economy such as Hong Kong's made revenue cuts preferable to spending increases that might not be sustainable in a downturn.

Mr Jacobs acknowledged that the territory's tax base remained too narrow, and signalled plans to introduce a sales tax in due course, probably at the wholesale rather than the retail level.

Iraq extends its missile barrage to city of Qom

BY OUR MIDDLE EAST STAFF

IRAQ yesterday extended its missile barrage against Iran to Qom, the Islamic Republic's main spiritual centre and the home of Ayatollah Khomeini, on the fifth day of reciprocal attacks between the two warring countries.

An Iraqi spokesman said two surface-to-surface missiles had been directed at the holy city, which is 90 miles south-west of Tehran, in a period of one-and-a-half hours around midday.

Ayatollah Khomeini - who

now lives mainly in Tehran - told a meeting of relatives of war victims that the Iranian people "deserve martyrdom" and that Iraqi attacks only made them stronger. Tehran Radio said no casualties had resulted from the strikes on Qom.

A military spokesman in Baghdad said Iraq would continue to hit Tehran with surface-to-surface missiles until Iran accepted the ceasefire call made by the UN Security Council last July.

Jordan and UK agree on sale of Tornados

BY RICHARD JOHNSON LONDON

JORDAN and the UK have resolved what was described in London yesterday as a "final agreement" on the purchase of eight Tornado aircraft, manufactured by British Aerospace.

The prospective deal, worth an estimated \$250m (£642m), is understood to have been concluded at a meeting between King Hussein and Mr Margaret Thatcher, the British Prime Minister, earlier this week in London.

Monks were given generous expense allowances to appear at Lhasa's Jokhang Temple, a few foreign correspondents were invited to cover the event, protesters arrested last year were released from custody, and Chinese officials admitted that the protests were partly caused by their failure to understand Tibetan culture.

Despite these offerings, many monks have failed to turn up - only 800 of the expected 2,300 attended at the weekend. Some said they were frightened of Chinese police and soldiers, while others indicated they did not want to participate in a ceremony which is as much a media event as a prayer festival.

About 200 monks at the Drepung monastery, on the outskirts of Lhasa, held an informal Monlam, as embarrassed city officials urged senior lamas to persuade more monks to appear.

Jordan now wants the IDS version of the Tornado - Interdiction Strike variant, rather than the ADV interceptor in which King Hussein and senior officials had earlier shown interest. But the air force in general, which operates the Mirage F1, favoured its French rival, the Mirage 2000, as an advanced defensive force.

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The Jordanian military establishment is known to have been deeply divided over the choice between the Tornado ADV variety or the

Mirage 2000. The conditions were the lifting of the state of emergency, the reversal of a recent government clampdown on opposition groups, and the release or trial of detainees.

Victor Malhotra reports from Nairobi: Archbishop Desmond Tutu, the South African church leader, said yesterday he was

Robert Thomson examines China's attempts to woo disgruntled monks

Politics and prayer meet in Tibet

A TIBETAN Buddhist festival, blessed by the Communist Party and boycotted by several disgruntled monks, has become a symbol of the uneasy relationship between politics and prayer in China and of the continuing tension in Tibet.

Monlam is traditionally a celebration of the superiority of the spiritual over the secular, but the party supported the festival to prove that there is freedom of religion, which itself is evidence that there is more freedom of religion than at anytime since the Communist revolution in 1949.

In Lhasa, another sign of that confidence is the appearance of Buddhist prayer flags above the homes of government officials, who, in the past, feared that such an act of faith would cost them their jobs.

Yet Mon Lam, which began last week and will end late this week, has shown that the party's recent turn to tolerance has by no means healed the wounds inflicted before and during the cultural revolution, when the Jokhang became a home for pigs and almost all temples were badly damaged.

Future protests will test the party's tolerance, as conservatives already argue that less freedom and more propaganda are needed to combat entrenched Buddhist ideas and to reassess party control.

The Panchen Lama, second in spiritual rank to the Dalai Lama, has played a far more important

political role in recent weeks. He remains an ambiguous figure, however, partly because his status as a religious leader has been clouded by his decision to marry, and partly because in the past he has regularly done no more than toe the party line.

Yet the Panchen delivered a landmark speech to the Tibetan People's Congress a few days before the start of Mon Lam in which he criticised local officials for not speaking the Tibetan language and declared that police had opened fire during protests last October, discrediting previous official reports that protesters had shot each other after stealing pistols from police at the site.

He said that "some people" meaning conservative officials, considered the riots a sign that "we had gone too far in redressing the wrongs" and "correcting the errors in our previous work," and that because we had gone so far in implementing the religious policy, the lamas had become arrogant.

"So while the lamas held that after the riots had occurred, we should backtrack to the old practices, stop pursuing the current relaxed policies that we adopted after setting aside the guideline, and adopt some high-handed measures," the Peking-based Panchen said.

Not long after the speech, he was sent a bouquet of flowers by the Communist Party General Secretary, Zhao Ziyang, and in particular, the Dalai Lama.

Much now depends on the monks, who are divided over how hard they should push for further freedom and, ultimately, for independence, but who have shown in recent days that there is still much militancy in the monasteries.

The living standards of ordinary Tibetans have certainly improved in recent years and the region would be far more volatile if that was not the case. But the party is frustrated that the economic fundamentalism it preaches in the rest of China has not diminished the influence of Buddhism, the monks and, in particular, the Dalai Lama.

Japanese TV goes wild for France

By CARLA RAPORT IN TOKYO

THE television programme which sold Pope John's Fiat and John Wayne's yacht has decided to move the 200th anniversary of the French Revolution forward a bit.

This Friday, Fuji TV,

Japan's most popular television channel, will commemorate the French Revolution's bicentenary with the latest episode of its wildly popular Shopping Game. It has been selling foreign goodies to the Japanese for more than a year.

The first episode featured sporting goods and racked up more than \$1m in sales.

Since then, the shopping game has moved into luxury goods in a big way.

Which brings Fuji to the French Revolution and this week's show. The 200th anniversary is still some way off but the availability of the gold colour made Fuji executives decide to speed things up.

Will revolutionary memorabilia be for sale? Not exactly. Keeping the customer in mind, Fuji will also be selling an Acciaio mechanical piano (Y3.6m), antique gambling machines (up to Y3.9m), handmade carpets, limited edition jewellery, oil paintings and a 1974 Citroën SM sports car (Y3.5m). Vive la France!

S Africa trade surplus falls again to R550m

BY ANTHONY ROBINSON IN JOHANNESBURG

SOUTH Africa's trade surplus, which has been shrinking for several months as higher growth has sucked in more imports, fell again in January to Rand 550m from R330m in January 1987.

January exports, at R3.27bn, were below last January's R3.35bn, while imports rose to R2.71bn from R2.42bn. Last year South Africa registered a R13.57bn trade surplus, a major factor in the R3bn current account surplus.

The conditions were the lifting of the state of emergency, the reversal of a recent government clampdown on opposition groups, and the release or trial of detainees.

Victor Malhotra reports from Nairobi: Archbishop Desmond Tutu, the South African church leader, said yesterday he was

Afghans 'must decide alone'

BY ROBIN PAULEY, ASIA EDITOR

THE question of a future interim government for Afghanistan following the withdrawal of 115,000 Soviet troops is a matter for the Afghans alone and cannot be settled by international negotiation, said Mr Diego Cordovez, the UN

representative in Geneva, who is pressing about the transitional government issue, which resumed yesterday.

Mr Cordovez was speaking before the Pakistan and Afghan negotiating teams resumed indirect talks to try to agree how and when the Soviet occupation force should go.

Mr Cordovez's efforts mean that the conditions were the lifting of the state of emergency, the reversal of a recent government clampdown on opposition groups, and the release or trial of detainees.

Agreement is also understood

to be virtually completed on a UN team to monitor the Soviet pull-out. It will comprise about 40 officers of the UN truce monitoring unit under a Scandinavian commander.

Mr Cordovez

was pressed

about

the

transitional

government issue, which appears to be the major obstacle to progress at Geneva. This must be a matter for the Afghans alone.

Mr Cordovez

is thus taking

the

same

line as

the

US

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the

Scandinavian

team.

Mr Cordovez

is

heading

to

Geneva

for

consultations.

He

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to

Geneva

on

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's

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Signed

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WORLD TRADE NEWS

Bechtel moves up in battle to win Turkish power deal

BY JIM BODGEMAN IN ANKARA

RIVAL teams from two consortia bidding to build Turkey's first "build-operate-transfer" (BOT) thermal power station arrived in Ankara yesterday for separate negotiations with the Government.

Although a consortium led by Australia's Sea-pac Control Services is most advanced in negotiations, difficulties in raising equity could force it to lose to a group led by the US Bechtel Corporation.

The Australian-led group's proposal for a \$1.5bn plant at Gencay near Izmir, western Turkey, was last autumn ranked first of three BOT schemes for major power stations burning imported coal. These proposals basically involve the establishment of private sector concession ventures to build, raise finance for, and then operate the power stations to pay off construction financing and make profits. The other proposal, ranked third, has been offered by a group led by Japan's Electric Power Development Company.

All that the Sea-pac group lacks is the Australian equity share of the 1,400MW power station it plans to build at Yumurtalik in south-east Turkey. Its implementation agreement was signed with the Government in early January. However, Turkish officials expect the Bechtel con-



Sir John Bjelke Petersen: pet scheme

sortium will move much faster through negotiations towards an implementation agreement than the Australian deal.

Bechtel officials say that in principle all its equity and financing needs are in place in its proposal for a 960MW plant at Tekirdag on the Sea of Marmara. Despite the ranking last autumn, Turkish officials now say they have no preference for either scheme, so long as one goes ahead this year. It seems unlikely two contracts will be signed this year, given the present mood of austerity in Ankara.

The Bechtel group includes Enka in Turkey and West Germany's Kraftwerk Union. Despite the ranking last autumn, Turkish officials now say they have no preference for either scheme, so long as one goes ahead this year. It seems unlikely two contracts will be signed this year, given the present mood of austerity in Ankara.

S Korea's trade surplus jumps 20% in January

BY MAGGIE FORD IN SEOUL

PALMCO Holdings, Malaysia's biggest palm oil refiner, and Kao Corporation, the Japanese detergent and chemical group, have announced a 180m ringgit (\$70m) joint venture to produce high-value palm oil by-products in Malaysia.

The venture, which has been granted pioneer status by the Malaysian authorities, will be 70 per cent owned by Kao and 30 per cent by Palmco.

The plant, which will be located next to Palmco's refineries at the Prai industrial complex in Penang state, will be one of the largest of its kind in the world, producing 68,000 tonnes of methyl ester, 30,000 tonnes of fatty alcohol, and 8,000 tonnes of glycerine annually.

Construction will start next month, and will take 20 months.

Kao will take 80 per cent of the output for its own use in the manufacture of detergents, paints, cosmetics and toiletries.

Mr Steven Chan Fook Koon, Palmco's deputy managing director, said the plant would take raw materials from the Palmco refineries. Kao would be assured of its supplies of raw materials from the new plant.

• The Engineering Advancement Association of Japan has signed a four-year co-operation programme with the Malaysian Palm Oil Research Institute to develop more efficient and fuel-saving methods of fibre-oil separation and oil extraction.

• Malaysia and China are scheduled to sign a trade agreement in Peking on March 31. Mr Rafidah Aziz, Malaysia's Trade and Industry Minister, said yesterday she would be visiting China to sign the agreement.

David Owen looks at attempts to liberalise internal Canadian trade

Grappling with regional absurdities

At the beginning of this year Canada signed a bilateral pact with the US that will create the world's largest free trade zone. But for Canadians in B.C. there was a certain irony in this. Few realize that trade among the 10 provinces and two territories of the world's second largest nation is enmeshed in a web of restrictions.

In many respects, Canadian internal trade relations have more in common with those between the 12 European Community members than the various regional jurisdictions of a single country.

Examples of the absurdities of internal trade barriers abound:

• In 1985, the government of Quebec ordered the city of Aylmer to replace Ontario-made bricks in an urban pavement with local material.

• Ontario effectively keeps milk producers from neighbouring Quebec out of its market by requiring inspection at source while declining to send inspectors out of province.

• Moosehead, a Canadian beer available virtually throughout the US, can be bought in only two Canadian provinces: New Brunswick and Nova Scotia.

Eliminating such obstacles to free and fair trade has been a much-discussed goal for longer than most Canadians care to remember. Any suggestion that a real breakthrough may finally be at hand is therefore bound to be greeted with scepticism.

But hopes are high that enough momentum has at last built up to demolish some of the most damaging obstacles to trade efficiency.



"I cannot prove my point, but I think that the atmosphere is better," said Ontario's Liberal premier, Mr David Peterson, in a recent interview. "The strongly of the view that if you are going to build a country together, you have to have free movement of capital, goods and people."

Most of Mr Peterson's provincial counterparts appear to agree with him. A statement at last November's annual meeting of prime ministers expressed a desire "to undertake collective action with the intent of reducing or eliminating barriers to trade between provinces in the context of national regional development principles."

Tariffs are effectively outlawed by section 121 of the British North America Act - Canada's original constitution. The most important internal Canadian trade barriers are government procurement regulations, liquor board marketing practices

Dhaka in \$325m urea plant deal with Japan

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

LEADING INDUSTRIAL countries should commit themselves to a period of "managed floating" of exchange rates as the first step towards reform of the international monetary system, according to a report by independent experts published today.

The state-owned Bangladeshi Chemical Industries Corporation will sign the two deals, negotiated on a turnkey basis, next month with Mitsubishi and Toyo Engineering. The projects are due to be completed by 1991.

The consortium lend support to the initiative of Mr Nigel Lawson, Chancellor of the Exchequer, made at last September's annual meeting of the International Monetary Fund. Then, Mr Lawson called for a shift towards a more formalised system of exchange rate management to replace the free-floating regime used since the breakdown of the Bretton Woods regime in 1973.

The new fertiliser plant, to be known as Jamuna Fertiliser, will cost \$325m, including a foreign currency component of \$230m. A letter of intent will be issued this month.

The Ghorasal expansion programme to be undertaken by Chittagong Urea Fertiliser late last year, Bangladesh has emerged as a net exporter of urea. During the current fiscal year, it intends to export about 300,000 tonnes of urea, worth over \$30m, to China, Sri Lanka and Nepal.

Mr Hossain said that the country was producing 1.6m tonnes of urea. By 1991, Bangladesh urea fertilizer requirements would be increased to around 1.5m tonnes by which time urea fertilizer production capacity would be increased to well over 2.2m tonnes, leaving a surplus of 2.2m tonnes.

Fertilizer shortfall in the whole of Asia is expected to remain fairly high. By 1990-91, it will be around 3.5m tonnes. With India, Russia and China being close neighbours and natural markets for urea fertilizer, Bangladesh is unlikely to have any problem with meeting its surplus urea.

Japan citrus import threat

BY CLAYTON YEUTTER, THE US TRADE REPRESENTATIVE, TALKS TO DAVID FISHLOCK, SCIENCE EDITOR

MORE THAN \$3m is being paid to scientists with three British universities for their contributions to the new method of medical diagnosis called nuclear magnetic resonance (NMR) imaging.

They share part of the first payment of royalties from medical imaging systems based on their patents, secured by the British Technology Group.

The royalties relate mainly to equipment sold by US General Electric, market leader for NMR medical systems.

The invention, by a team of 10 led by Professor Peter Mansfield of Nottingham University, related to the way living tissues are excited by a radio signal to emit information without being exposed to dangerous radiation.

Japan is one of the largest buyers of US grain.

That decision will re-open a fierce debate between countries like the UK, which has been keen to welcome Japanese investment for the jobs it brings, and countries like West Germany, which are keen to put a stop to what they see as unfair trade practices.

Mr Yeutter said the US would continue to press for an end to the quotas, which expire on April 1, on the grounds they were incompatible with global trading regulations under the General Agreement on Tariffs and Trade.

Japan was recently challenged before Gatt for its curbs on other food products, and lost, forcing it to open its markets to a range of products.

Mr Yeutter, testifying before a House Appropriations subcommittee, said, "They [Japan] would like to extend the quotas into the future."

Japan is one of the largest buyers of US grain.

These come as the climax to the first legal actions taken under a controversial EC trade law, introduced last year, designed to extend anti-dumping duties from imports of assembled products to components shipped to the EC for assembly. The duties, however, will not become final until they have been sanctioned by member states.

The companies involved are Sharp, based in Wrexham, Matsushita in Newport, Silver Reed in Birmingham, all in the UK, and Canon in Brittany, France.

Brother, also based in Wrexham and TEC Tokyo Electric in Brunswick, West Germany - which Commission officials had earlier suggested would be penalized - were cleared of trying to avoid anti-dumping laws.

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UK NEWS

British Gas regulator wins profits breakdown battle

BY MAX WILKINSON, RESOURCES EDITOR



Mr JAMES MCKINNON, the regulator appointed to prevent British Gas from abusing its monopoly, has won a year-long battle to obtain a detailed breakdown as to how it makes its profits.

At a press conference to present his annual report yesterday, Mr McKinnon, director general of the Office of Gas Supply, disclosed that the privatised corporation has given "a way to the force of logic," after he had threatened legal action last year.

The major concession is that British Gas will prepare figures to separate its profits in the monopoly business serving domestic customers from profits in the unregulated industrial market.

In the run-up to privatisation in December 1986, British Gas successfully argued that it should be allowed to keep the profit figure for its monopoly business a secret.

The Government ignored a recommendation by the Commons energy committee that British Gas should be forced to divulge the information and that the director should certify that the calculations were accurate.

The MPs believed that this

information should be published as a check on the operation of the formula which limits the annual price increases allowed for domestic customers.

Mr McKinnon said yesterday that British Gas had now agreed to provide him with the information in confidence. He said he would also press for disclosure of the investigation of British Gas.

BT enters financial services

BY DAVID THOMAS

BRITISH TELECOM is entering the financial services market by acquiring a majority stake in a telephone share dealing company.

The company, called ShareLink, is designed for clients who want to carry out quick deals over the phone.

Its backers believe the service, aimed mainly at small shareholders, could have a key role in helping to maintain the momentum behind the growth in private shareholding.

The service is also likely to form a building block for BT's plans to become more deeply involved in financial services.

ShareLink was formed ten

months ago by Albert E Sharp, the Birmingham stockbroker.

BT has now taken a 64 per cent stake in the company, with 32 per cent held by Sharp and 4 per cent by the founder and chief executive, Mr David Jones.

Mr Jones said yesterday ShareLink was aiming for a minimum of 30,000 clients in a year. The service will be promoted by advertising and by mail shots to people on share registers.

At present, ShareLink has about 8,000 active clients. They are carrying out 300 deals a day, on average a week over the service, equivalent to about 1 per cent of all deals done in the UK, according to Mr Simon Sharp, senior partner of Albert E Sharp.

Mr Sharp explained that ShareLink was aimed at clients who want a cheap dealing service without having to pay for advisory back-up.

BT is looking at ways to link ShareLink into some of its other operations such as Prestel and Telecom Gold, its screen-based services, so that clients could deal through ShareLink on screen. BT is also keen to provide other financial services over the phone.

Mr Jones said ShareLink might eventually expand into giving advisory services as well.

Cluster of child cancer prompts tin plant inquiry

BY IAN HAMILTON FAZAY, NORTHERN CORRESPONDENT

HUMBERSIDE County Council is set up a pollution watchdog committee after the discovery of an unusual cluster of childhood cancers in a large suburban village just outside Hull.

The cancers have affected 12 children under 15 in the last four years, and seven have died.

The committee has been set up in response to suggestions that the cluster may be linked to radioactive discharges in the area.

Mr Terry Geraghty, Labour leader of the county council, yesterday said he would be seeking an urgent meeting with Capper Pass, the RITZ subsidiary which runs the UK's only tin smelter within five miles of the cluster. The smelter is Europe's biggest recycler of the metal.

Capper Pass, which employs 800, has been licensed since 1985 - when new regulations were introduced - to put small quantities of radioactive waste up its 600-foot chimney.

Mr John Mills, managing director, welcomed any properly conducted inquiry by the watchdog committee.

Mr Geraghty said the local authority was acting because the Government would not.

However, the Environment Department, whose pollution inspectorate is responsible for

the controversial deal, took no notice of government advice and strongly opposed by the Conservative opposition. On Brent Council, follows an Audit Commission report last month that showed the authority was heading for a £20m deficit this year and in 1988-89 as part of a seven-year deal with the consortium of UK and Japanese bankers.

The controversial deal, taken in the absence of government advice and strongly opposed by the Conservative opposition, on Brent Council, follows an Audit Commission report last month that showed the authority was heading for a £20m deficit this year and in 1988-89 as part of a seven-year deal with the consortium of UK and Japanese bankers.

An initial package of measures involving rent increases of £2 a week and a rate rise of 5 per cent has had to be restructured and the council met last night to consider rent rises from April of £4.50 a week and rate increases of 9.8 per cent.

Under the leaseback, the council has set up a company called Longterm, which will take control of the leases to the town hall, offices and leisure complexes, that will continue to be managed by Brent. The authority will pay £4.3m a year in rent to the company for five years from 1988-89. An additional £5.5m will be set aside each year to buy back the properties after seven years.

Ministers and others, including the Audit Commission which oversees local authority spending, have been highly critical of leaseback deals because of the future debt burdens they create.

BS sells large crane barge

BY KEVIN BROWN, TRANSPORT CORRESPONDENT

BRITISH SHIPBUILDERS yesterday announced the disposal of the world's largest self-propelled monohull crane barge, originally built for a UK company which went into receivership 18 months ago.

BS refused to disclose the sale price of the barge, the ITM Challenger, but it is believed to have been received between £25m and £30m - substantially less than the construction cost of about £45m.

The buyer is Lombard Initial

Leasing, which has signed a long-term lease with McDermott Marine UK, which will operate the barge.

BS was forced to take ownership of the barge when ITM Offshore, the Teesside company which placed the initial order, went into receivership.

The sale ends a worldwide marketing operation designed to reduce the corporation's loss on the barge.

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The association estimates that English health authorities will suffer a total shortfall of £115m in 1987-88 because of underfunding of £800m.

All the evidence points to insufficient investment in new buildings in the past and the very poor state of existing stock. As well as causing a drain on maintenance programmes this has the effect of both demoralising the staff who have to work in the buildings and also making it more difficult to provide an efficient service to the public."

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UK NEWS

Motor industry astonished at sell-off plans

By KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT, IN GENEVA

THE INTERNATIONAL motor industry, gathered for the Geneva Motor Show, has reacted with astonishment and scepticism at British government plans to sell the state-owned Rover Group to British Aerospace.

Behind the surprise, however, there is a clear acceptance that the move represents a political rather than an industrial solution and that Austin Rover will continue to be dependent for its survival on far-reaching collaboration with another major international carmaker.

A sale to Rae is seen as the least disruptive way of privatising the Rover Group in the short term. It would not endanger the collaboration with Honda of Japan and it would avoid the painful rationalisation of the UK's car manufacturing base that would be an inevitable consequence of any merger with the other main UK based car producers, Ford or Vauxhall, General Motors UK subsidiary.

While GM executives in Europe insisted yesterday in Geneva that they have had no interest in taking over Austin Rover - as against Land Rover, Rover Group's producer of four wheel drive on and off road vehicles -

Ford has not shown such indifference and would remain a potential buyer should the Rae negotiations fail. Ford held talks two years ago with the then EL group for the takeover of the Austin Rover car operations but was blocked by the UK Government.

In negotiations followed General Motors' fruitless negotiations for takeover of Land Rover and the Leyland truck operations, which both failed in the highly charged political atmosphere created by the Westland affair.

Ford of Europe made clear this week that the privatisation of Austin Rover remained an important issue on its agenda.

Mr Carl Hahn, chairman of Volkswagen's management board, yesterday denied persistent rumours circulating in Geneva that the West German group had recently held discussions with Rover Group on a possible takeover of Austin Rover.

Motor industry leaders still regard a takeover of Austin Rover by another of the major international carmakers as the most logical industrial solution.

Separately, Land Rover remains an attractive asset for several of the big automotive and other engineering groups.

City doubts industrial logic of merger plan

By Michael Smith

CONSIDERABLE doubts about the industrial logic of a Rae-Rover Group merger remain among City analysts, but Rae watchers are encouraged by the company's belief that it can negotiate a good price for Rover and by its emphasis on strengthening ties with Honda.

Mr Michael Bogg, engineering analyst at brokers James Capel, said that a deal at the right price could be good for Rae's earnings per share.

Rover is not followed closely by many analysts because 99 per cent of its shares are owned by the Government. However, Mr Bogg said that Capel had looked at the company recently and expected its growth to continue.

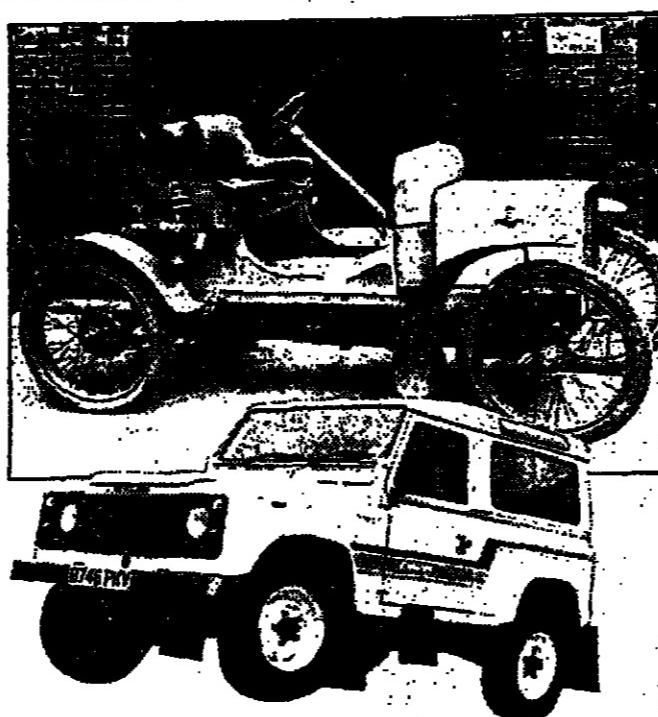
Mr Colin Fell, analyst at Citicorp-Springeour Vickers, is concerned about the vulnerability of Rover to a downturn.

"A deal could be good financially in the short term and it would give Rae the critical mass which it says it needs. But it also adds a business with enormous risk. I would prefer it if Rae did not do it."

Mr Piers Whitehead, analyst at Flemings Research, said he was impressed with Rae's determination to strike a hard bargain with the Government and believed the company could benefit in the Far East from a link with Honda. However, the argument for synergy between Rover and Rae is thin.

Other investors were less positive about the merger talks.

"We thought it was a spoof when we first heard about it because it sounded so crazy," said one pension fund manager who controls a large stake in Rae. "It would make more sense for Rae itself to be taken over rather than do a deal with Rover."



Small acors: Rover's first car, the Sopwith 1904 (top left), was grandfather to the Land Rover Ninety 88 (bottom left) which came on the market in 1985, the year that Concorde A/B/French joint venture, flew from London to Sydney in a fraction over 17 hours, a feat unimaginable by Thomas Sopwith and Harry Hawker with Rae's original winged machine the Australian "Tabloid".



Rover acquisition 'not the end of the road'

By MICHAEL DONE, AEROSPACE CORRESPONDENT

THE PROPOSED acquisition of Rover Group by British Aerospace is designed as much to diversify Rae's own product base and eventually add to its profitability, as to benefit from any cross-fertilisation of engineering expertise.

This was stressed yesterday by Professor Roland Smith, chairman, and Sir Raymond Lygo, chief executive of Rae. They also made clear that the bid for Rover "was not the end of the road".

Rae was continuing to study other possible acquisitions in its diversification programme, but was not likely to act until it had settled the Rover situation.

The long-term aim in taking over Rover, along with the other non-aerospace activities into which Rae has moved over the past two years, including the UK Royal Ordnance Factories and Balfast Nedam, the Dutch construction company, is to "improve the bottom line on the Rae balance sheet".

This does not mean that Rae is progressively abandoning aerospace - aircraft, missiles and space - activities. Rae stresses that even with the acquisition of Rover, aerospace would continue to account for 60 per cent of its activities.

But the move is, in Rae's view, a logical extension of its diversification programme of recent years, designed to reduce its heavy reliance on the increasingly high-cost and fiercely competitive civil and military aerospace markets.

Professor Smith stressed yesterday that Rae needed "a portfolio of activities in the forefront of technology" but this need also to be a balanced portfolio, with some mature and profitable industries, both domestic and international, and some that were perhaps not yet as profitable but promised to become so.

The Rover group could contribute to this situation, provided that Rae could acquire it unencumbered with debt. "We will take a very tough approach," Prof Smith said.

However, he stressed that Rae would not behave as an asset-stripper. Rover would remain a wholly-owned subsidiary of Rae, maintaining its current product line and its existing management, especially with Mr Graham Day, the Rover chairman, remaining in that post, probably also with a seat on the Rae board.

Sir Raymond said of suggestions that Mr Day might eventually succeed him as chief executive: "The matter has not been discussed."

Both Prof Smith and Sir Raymond stressed that although the idea of taking over Rover had matured comparatively recently - "within the last week or so" - Rae had been looking at it for some considerable time.

Rae's interest had been aroused over two years ago, when the Government was considering a new basic trainer for the RAF, with the choice between the Swiss-built Pilatus PC-9 and the Brazilian Tucano.

At that time, the Swiss had also been showing separate interest in buying Land Rovers for the Swiss Army, and the possibility of a reciprocal deal was mooted - Land Rovers for Pilatus trainers.

In the event, the UK Government opted for the Brazilian Tucano and the Pilatus deal fell through. But Rae had subsequently maintained a close watch on the progress of Rover, studying its engineering and financial performance in case it might eventually prove of more significant interest.

It was only when the Government some time ago made it clear that it was interested in privatising Rover that Rae's own interest quickened, but the decision to write off the Government was very recent.

From now on the pace of discussions will quicken, with meetings between the financial and technical senior management of both groups to work out all the details of the takeover offer, which has to be put to the Government by the end of April.

Rover's own accounts for the past financial year are expected to be issued on March 10, and Rae's own accounts for 1987 are expected around mid-March.

Sir Raymond stressed yesterday that although the primary aim was to strengthen Rae's own engineering and product base, the deal would not be a one-way street.

At the same time, Rae had much to offer Rover, especially in such fields as advanced materials, aerodynamics and other aviation-related techniques which could have applications in the vehicle manufacturing industry.

Sir Raymond also stressed that Rae was becoming increasingly concerned, as a privatised company, about the government condition that no more than 15 per cent of its shares should be held by foreign nationals.

Government may have to write off £2.98bn

By John Griffiths in London and William Dawkins in Brussels

If Rae were obliged to pay the UK Government Tuesday's closing market price for its 5,511,683,376 shares in Rover Group, it would need to hand over a cheque for more than \$4.5bn.

Instead, it is almost certain that the Government will have to write off all or most of the \$1.08bn taxpayers' cash for which its 99.8 per cent stake has been accumulated over the past 12 years, if the takeover by the aerospace company is to go ahead.

Rae will press hard, too, for the Government to write off heavy borrowings, the precise extent of which will not be known until the 1987 results are published next week.

The uncertainty arises because of a restructuring last year which saw the Government pump \$680m in to Rover, partly to allow the merger of Leyland Trucks into a new company with Daf Trucks of the Netherlands. Some of these funds also "substantially reduced" Rover's \$922m net borrowings listed in its 1986 accounts but Rover has yet to disclose how much.

Professor Roland Smith, Rae chairman, has made clear that Rae intends to "drive a hard bargain", although so keen is the Government to get the Rover Group privatisation saga over with that he may not have to drive too hard.

However, the final say on whether the deal does go ahead will depend not on Rover Group, Rae's shareholders or even the Government itself but on the European Commission.

Brussels will be watching the progress of negotiations closely, from the viewpoint of fair European competition.

Mr Peter Sutherland, European Commissioner for competition policy, insisted yesterday that it would be premature for him to make any comment on the potential takeover.

However, when, rather than if, Rae insists on substantial debt write-offs, the UK Government will have to get the commission's permission before it can comply with such a request.

The commission has always considered that such debt write-offs amount to direct state aid, likely to give the beneficiaries unfair advantages over unsubsidised competitors.

That does not mean Brussels always refuses such aid. Far from it.

In the case of the Leyland-Daf merger, it allowed the UK Government to write off Leyland's debts on the grounds that the deal helped rationalise a truck industry burdened with heavy overcapacity throughout Europe.

However, what a Rae-Rover deal potentially would not do is contribute to a further rationalisation of the West European car industry.

Oversupply in this sector is estimated to be only about half that of the commercial vehicles level of around 20 per cent.

However, the addition of 200,000 units a year in new capacity by Nissan in the UK, the prospect of other Japanese "transplants" following and the possibility of an export surge from across the Atlantic as the result of the weaker dollar has left EC officials with no sense of complacency about the pressures facing Western Europe's car industry.

Yet one of the main reasons given by Mr Graham Day, Rover Group's chairman, for welcoming a takeover from such a source was that, theoretically at least, it would leave all Austin Rover's manufacturing operations intact.

Were Austin Rover to be sold to a rival car company, he was keen to point out, rationalisation in some form or another would have been certain.

It would be ironic indeed if the main factor inspiring Mr Day's enthusiasm for the "British solution" offered by Rae was the very one to scupper it in Brussels.

The commission is already investigating two similar cases involving Italian government debt write-offs for Alfa Romeo during its takeover by Fiat and a French decision to write off Renault's debts as a first step to removing its government-protected status.

The main EC rules governing state assistance are Articles 22 and 23 of the Treaty of Rome.

These outlaw any kind of industrial subsidy, unless - among other exemptions - it is in the common European interest, helps areas where living standards are abnormally low or has a "social character".

They also allow Brussels to force companies to repay illicit aid, failing which the commission can take the member state involved to the European Court of Justice.

In the case of Leyland's merger with Daf, the Government said at the start of negotiations that it was prepared to put in "up to £750m" cash to allow the merger to go ahead. The final sum was £680m and the reduction was seen as the result of European Commission disapproval of the proffered aid.

Yesterday, however, Rover Group insisted that the reduction was simply due to commercial considerations.

Two companies with uncomfortable stance in common

John Griffiths on the international standing of a British motor manufacturer

Rover's output figures include light vans based on its car designs.

The days when Austin Rover, formerly BL, could stand eyeball to eyeball with European volume producers - BL sold 1.2m vehicles of all types in 1978 - are long gone.

As a result, it lives in a limbo world. Build quality and reliability have been patchy for years. The wafer-thin £4.1m profit of 1983 was entirely due to the revival of Jaguar before it went bounding off into the private sector.

At the same time, it cannot enjoy the scale advantages of rivals such as Fiat and Renault in the volume producers' world of

tight margins and cut-throat sales battles.

Were it not for the introduction of flexible manufacturing technology - no less the saviour of Jaguar as well - the game would long since have been up for the debt-laden cars group.

That Mr Graham Day, Rover Group's chairman, will be able to announce an operating profit on March 10 for the first time since 1983 is an achievement of greater merit than it might appear. The wafer-thin £4.1m profit of 1983 was entirely due to the revival of Jaguar before it went bounding off into the private sector.

Profitability has been achieved by a number of measures. These include increased efficiency, a lowering of fixed costs and a retreat from the prior philosophy of sales at any price in order to preserve market share.

Thus the profit will have been achieved on the UK market in 1987 of 14.74 per cent, down sharply on the previous year's 15.58, although the improved exports picture has helped matters.

To make the comparison with Triumph's output was in the executive class and included such models as the Rover 800/Sterling and the lavishly equipped Montego. Bulk production was of Metro and Maestro hatchbacks and fleet-oriented versions of the Montego. Sitting uneasily between was the Japanese-based Rover 200, which Honda sells as the Ballade.

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descendant of the first Land Rover launched exactly 40 years ago.

Unfortunately, while military sales are described by the Land Rover company as "healthy", it gives no numbers. Japanese manufacturers have flooded and fragmented the civilian market with rival vehicles of all shapes and sizes.

As a consequence, Land Rover sales have plunged from a peak

of 60,000 in the mid-1970s to fewer than 20,000 last year.

The company, still only marginally profitable, would have been in trouble if it had not found a good reception for its luxury Range Rover model. Sales jumped to 20,500 last year from 14,900, helped by its debut in the US, where first-year sales are on the 3,000 target.

This allowed Land Rover to make an operating profit of £7.2m in the first half of last year on a turnover of 244.5m. Prior to that, however, it had been doing little better than bump along at break-neck speed.

However, the Range Rover will be 20 years old in 1990. Mitsubishi, Nissan, Toyota and Mitsubishi have all made it a prime target for luxury version of their own four-wheel-drive vehicles, and Land Rover will have no chance to rest on its laurels.

The commission is already investigating two similar cases involving Italian government debt write-offs for Alfa Romeo during its takeover by Fiat and a French decision to write off Renault's debts as a first step to removing its government-protected status.

Roland Smith has achieved his present eminence in the business community without any obvious initial advantages. The son of a Manchester police sergeant, he was educated at provincial universities, and started his climb up the business ladder with a modest post at the Footwear Manufacturers' Federation.

While others dedicated themselves to narrow careers, Mr Smith instead spread his interests widely as a consultant in his late fifties thus left him in a powerful position, because the demand for non-executive directors and chairmen is immense.

Introducing himself in British Aerospace News last September he highlighted his skills in the marketing and business development area. In that sense, he said, the future style of management would be different.

Close observers have mixed views of his achievements. "He is a horse for course," according to a Warburg man. "On the public relations side, and as a counterweight to Tiny, he did the shareholders very well." His

management ability, however, was thought to be rather less evident.

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Professor who found himself in the right place at the right time

Barry Riley discovers divided opinions over Roland Smith

own company, Roland Smith & Associates.

Besides his Rae post, he is at present chairman of Heyworth Ceramic, the building products group of Senior Engineering and of Readicut International, the textile group.

Prof Smith balances this industrial spread with some City interests, being chairman of Temple Bar, a listed investment trust, and president of Equitable Life, a long-established mutual life assurance company.</

MANAGEMENT: Marketing and Advertising

IN LESS time than it took to interview and employ her, Anne Martin has fired an entire industry sector with a new enthusiasm and given it an option on stability and growth where before the only – and inevitable – prospect seemed to be continued decline.

It took five months of interviews and committee meetings before British Coal's ponderous, exclusively male hierarchy decided that her long marketing experience with Marconi and DHL, two fiercely aggressive operators, fitted her to head its Solid Fuel Advisory Service, the moribund and middle-headed organisation charged with keeping the home fires burning.

Since she was taken on last November, she has researched, prepared and won approval for a mould-breaking scheme aimed at keeping the gas man at bay and reviving the fortunes of the open fire in British hearths. It will take British Coal into new ventures including retailing, design and development of consumer products, and household services.

She has also drawn together an amalgam of interests as unlikely as it is diverse: a nationalised industry, chimney sweeps, iron founders, fuel processors, coal merchants, plumbers and retailers.

Despite the ambitions of her predecessor, she has a stark appreciation of the realities.

"The rationale is that the more

the SFAS can ease the workload of hard-pressed local authorities,

the less reason they will have to convert the heating systems in their houses to gas or electricity.

For private users, Martin has plumped for direct mail as a tool for promotion, and much needed education.

"I'm amazed at how well everyone involved has accepted

Some of the fruits will shortly

become apparent. The service has

designed and made a natty pine

and marble DIY fireplace kit

which will go on sale later this

year for £200 – half the cost of a professional job. "It's so easy even I can do it," she claims.

Other new products ready for launch include the Coal Cube, a 15lb pack of two pre-packed smokeless fuel "fires," each offering three to four hours' burning time. The user simply plonks the boxed "fire" in the grate, puts a match to the cardboad packing, and sits back to enjoy the blaze.

Martin's move into product development and direct contact with consumers within an organisation which was set up as a reactive, strictly advisory service, highlights the industry's lack of direction and structure.

Parkray is the only manufacturer which has a sales force dedicated to solid fuel appliances. "Because of its fragmentation, the industry needs some central impetus," Martin asserts.

New products and services are

all well and good, but where to

buy them? While garages, corner shops and do-it-yourself retailers generally sell convenient packs of fuel, there are only 350 shops which specialise in solid fuel appliances and services.

The SFAS currently holds the

leases on just three. The rest are privately-owned, mostly husband and wife businesses. Even so, they have a consistent appearance, thanks to Real Fire shop fascias and point-of-sale display material provided free by SFAS.

Martin wants to see 250 more Real Fire fascias installed over the next 18 months. While she has commissioned retailing consultants Management Horizons to study the options, she is already pressing do-it-yourself multiples to give more display space to coal fires and heating systems.

She has also set British Coal technical staff to work on developing barbecue fuels. The aim is to persuade retailers to stock them in the summer in the hope that British Coal will be allowed to keep the display space in winter for selling grates, etc.

From a stable base of about

1.8m homes with fireplaces used for supplementary heating, and

using new products in new outlets with promotion courtesy of a

Other ambitions include the SFAS itself moving into retailing with shops-within-shops, and free-standing high street outlets to confront the gas and electricity utilities in their traditional stamping ground.

But retailing space is expensive and expertise will have to be bought in. For all the initial enthusiasm, British Coal, which provides 70 per cent of the SFAS budget, and the fuel makers and merchants which make up the balance may need some persuading to dig so deep.

Squeezing some growth out of the market may help adjust attitudes.

Martin's sights are therefore firmly set on the 1m unused fireplaces scattered around the country, mainly in the homes of aspiring homeowners, which are used for nothing more than displaying dried flowers.

From a stable base of about

1.8m homes with fireplaces used for supplementary heating, and

using new products in new outlets with promotion courtesy of a

Anne Martin sights firmly set on the UK's 1m unused fireplaces for forthcoming Sashchi and Sashchi advertising campaign. But this is a \$6 billion domestic market, Martin declares. "If we can stop the decline and contain it by the mid-1990s we will be in a world-wide business."

appeared in large numbers from 1982 when India hosted the Asian Games, and there are now over 12m sets, about 60 per cent of them in Bombay and Delhi. Advertisers sponsor programmes, even though television is strictly government-owned and controlled.

A boom in new magazines started around the same time, producing, for example, India Today, an influential current affairs fortnightly which has a circulation of 380,000 in its English edition and 240,000 in Hindi, plus a mass of specialist magazines on subjects such as business, films, cars and computers.

There has also been a surge, now declining slightly, of corporate advertising by companies seeking public support for new share issues, plus a lot of public sector work – 25 per cent of Hindustan Thompson's billings are public sector.

But the boom does not sit easily in a poor Hindu country with traditions of shortage and sacrifice. "The Hindu attitude to life does not encourage materialism and consumerism: we admire martyrs and sacrifice," says Mike Khanna, chief executive of Hindustan Thompson.

"People say advertising and consumerism creates envy, unrealisable expectations and social divisions. But on the other hand it can also stimulate ambition and encourage people to get a move on – and we need that."

Heat, dust and healthy products

John Elliott on a boom in advertising and a wave of consumerism in India

"LOOK – a big advert for some gadget to 'Control Flies NOW'. Who in India a few years ago would have worried about buying something like that to kill flies – or thought of advertising it in *The Times of India*?" says Alka Padamsee, scanning the newspaper.

Padamsee, chief executive of Lintas, one of India's two largest advertising agencies, was choosing an off-beat but, for India, with all its heat, dust and insects, rather apt example of new public interest in health and hygiene, and consequently in branded and packaged goods. This has developed as a wave of consumerism has swept through the country, especially urban areas, during the past three years.

The result has been an advertising boom; newspapers, magazines, and slots on television are full of enticing pictures of scooters, synthetic fabrics, luggage, motor tyres and photocopies.

Traditional Indian goods, usually bought on open bazaar stalls, have suddenly been hygienically packaged with advertisable brand names like Boils and Wits Pickles, Maridhi Sona Basmati Rice and Brooke Bond Sona Pure Spices (sona means gold), as well as Paan Parag, the widely-used red betel

nut – India's answer to chewing gum.

Other large advertisements display electronics equipment which is not officially available in India – partly to attract buyers for smuggled goods, but also to persuade people to ask their rich relatives living abroad to bring them presents.

The advertising industry, dominated by Bombay-based firms linked to international agencies, has mushroomed with this boom, growing at an average of at least 25 per cent a year for the last three years.

After decades of restrictions and shortages, it is catering for a surge of competition and consumer choice opened up by the economic liberalisation policies of the Prime Minister, Rajiv Gandhi, after he came to power at the end of 1984.

The consumer class is growing rapidly and constitutes an enormous potential market of up to 200m of India's 800m population, despite the fact that about 40 per cent of the total are below the poverty line.

Tito Abulwalia, who runs the MARC marketing research group of Bombay, estimates, for example, that there are 85m households buying toilet

soaps and 90m households buying batteries. Soft drink producers estimate their total market at 180m-200m people.

Abulwalia also estimates that total advertising expenditure in India, including rural promotions such as posters, started rising after 1979 when it totalled Rs1.3bn (£45.3m) in 1984 and Rs4.1bn in 1985 and Rs7.65m last year.

The industry expects its growth to continue, if not at previous rates, then at least at 15 per cent a year, despite India's current drought and economic problems and a slowdown in government reforms.

Padamsee's Lintas agency has grown by 47-48 per cent in each of the past two years and is now challenging Hindustan Thompson for the top place. The battle has been launched in flamboyant style by Padamsee, a part-time theatre director and actor who played the gaunt Mohammad Ali Jinnah, founder of Muslim Pakistan, in the film "Gandhi". He claims Lintas' Indian capital billings for 1987 makes it a bigger advertising business than Hindustan Thompson, which had Rs65m but includes market research and other activities.

Lintas of the US has a 40 per cent stake in the Indian company. Hindustan Thompson has close ties with J Walter Thompson which also had a financial stake, initially 100 per cent, then 40. But it sold out in 1973 after the government, as part of a general clampdown on international investment, decided that no agency with foreign equity could handle public sector advertising.

Lintas does its public sector business through a small 100 per cent Indian-owned agency called Karishma (the Sanskrit root of charisma).

As well as Lintas, two other agencies have foreign stakes, both 40 per cent: Ogilvy Benson Mather (OBM) in an Indian agency of the same name and J Walter Thompson, which has 40 per cent in Contract/JWT following a joint Indo-US takeover of a smaller agency two years ago.

Other US and European agencies have affiliations including Sashchi & Sashchi with Everest; Young & Rubicam which in January linked with Rediffusion, and McCann Erickson which is with Tara Saha Associates.

Applications for fresh foreign equity stakes have been turned down since 1983, although Trikaya Advertising, a smaller agency, has put a 20-per cent equity application to the Government for Grey Advertising of the US.

While economic policies were the main catalyst for the industry's dramatic growth, there have been other factors. Television sets suddenly

TECHNOLOGY

Economic constraints are changing oil exploration techniques. Steven Butler reports

Jointly breaking the ice

IN THE mind of a never-say-die independent oil explorer, the days when a hole in the back yard might produce a geyser of black gold may not be quite gone. But for anyone trying to make a business out of it, the economics of finding and producing crude oil has changed dramatically.

Today, oil tends to come in small parcels and in parts of the world that can be extremely hostile, cold, remote or deep under water.

With crude prices languishing at unencouraging levels since the price collapse of 1986, there is now a premium on getting the search for oil right from the start. So technology has become much more important.

"More problems occur in the production line we have today that require organised research to tackle," says Kenneth Keen, a physicist who directs research at BP Exploration.

A recently-announced \$21m joint research programme between BP and Statoil, the Norwegian state oil company, provides an insight into the way the industry is moving. The two companies decided to pool their resources in order to save on costs. Some of the research could result in proprietary technology, but for the oil companies, the availability of new technology to find and produce oil is more important than any potential benefit from exploiting it as a proprietary basis.

Much of the money will end up in universities and research institutes that have expertise in relatively exotic fields of science, outside the mainstream business of the oil companies.

"We didn't want to overload ourselves with research scientists," says Keen. That has meant signing contracts with institutions that do have a staff of scientists capable of carrying out this sort of work.

Both Statoil and BP are preparing for what some believe could be the next important area for oil field development, the sub-arctic waters, north of Norway, including the Barents Sea.

Should production eventually begin, platforms would have to be designed that could cope with the region's main hazard – ice. Ocean spray freezing on

a stationary platform could add enough weight to buckle its steel legs.

The ice would have to be melted off. To prepare for that, BP has attached devices to measure ice formation on a semi-submersible drilling rig that Statoil operates in the Barents Sea.

Data from the rig will be analysed by scientists at the University of East Anglia, in the UK, and Statoil of Trondheim, in Norway, where computer models have been developed to calculate rates of ice accretion. The eventual aim is to design a system that can counteract the formation of ice.

Similarly, BP is negotiating with a university which would analyse a 12-year run of satellite images of the Barents Sea, so that an accurate picture could be developed of seasonal changes in icebergs and sheets of ice on the sea surface.

BP has some experience of these problems from its work in waters north of Canada and Alaska. Ice flows there occasionally have to be driven off with water jets or lashed by a trawler and towed away. But if a billion-dollar platform is to be built in these sorts of waters, something more sophisticated will have to be devised.

Other technologies in the programme are aimed at getting more out of areas where BP and Statoil are already active. The normal recovery rate of oil from a reservoir is only about 30 to 50 per cent of the oil in a reservoir.

Oil in untrapped underground reservoirs tends to be under pressure and flows naturally to the surface when a well is opened. But that only accounts for a small part of the available oil. It is common to start injecting water fairly early on to maintain the pressure.

Sophisticated computer models have been developed to simulate oil reservoirs for the giant Forties field in the North Sea. These allow scientists to experiment with the best way to drill wells in order to maximise recovery.

How fluids pass through the sand and rock formations that hold the oil is still poorly understood. BP and Statoil would like to develop a better picture by tapping a technology used for medical diagnosis – nuclear magnetic resonance (NMR). The hope is that NMR will yield a better picture of how molecules bond to rock surfaces than X-ray technology now in use.

Chemists at the Ropar Research Institute and Winfrith Petroleum Technology will be employed to attack a related problem – how to prevent water injected into a reservoir from forming a channel and coming straight out of the well, instead of forcing out the oil.

Polymers are being developed that, when injected into wells, become viscous and prevent the water from flowing down its natural path. This diverts the water into rock containing the oil and so forces out more oil. But if the polymers must be able to work at temperatures of about 100 degrees Celsius, sometimes higher, and under pressure of three to four thousand pounds per square inch.

If the problems can be solved, a huge return could be delivered.

"If we can raise from 40 to 45 per cent the recovery rate on a field like Forties, it is almost tantamount to finding another oil field," says Keen.

BP's exploration research budget has risen steadily over the past decade to about \$25m last year. While most of that is spent at the company's Sunbury Research Centre, near London, last year \$12m was spent outside the company and the proportion is continuing to rise.

Some of those efforts have already borne fruit. BP supported the development by the Weir Group, a UK engineering concern, of a pump which pushes along the mixture of oil, gas and water that comes out of the wells. This means that the heavy equipment normally used to separate the three need not be installed on satellite fields. The mixture is instead sent along to a central processing platform from a satellite platform.

The next step would be to sit the pump on the seabed, eliminating the need for a platform. Potential savings would be considerable, but this technology still belongs to the oil field of the future.

SUPERCONDUCTIVITY

Much ado about new materials

By Jane Rippeteau

A NEW superconducting material was presented to the public yesterday, at an international physics conference in Switzerland.

Paul Grant, head of the magnetism and superconductivity programme at the International Business Machines' Almaden laboratory, announced the find in Interlaken. He said the material consistently transmitted electricity without resistance at a higher temperature than research worldwide had previously tested.

Other speakers confirmed similar results with the new compound, which incorporates highly toxic thallium. The conference hall was packed with about 1,000 scientists gathered for the event, including about 30 from the Soviet Union.

"It's less frenetic than a year ago, but there are just as many whoops of excitement," said one attendee, comparing the affair to a conference in New York last winter that was dubbed the "Woodstock of physics" because of the excitement it generated for high-temperature superconductors.

The thallium development underscores a renewed sense of discovery gripping this area of science after a full lull last year. The advance follows another compound's debut just a few weeks ago: a bismuth, strontium and calcium cocktail. Conference organisers had expected night sessions on bismuth to steal the show. But suddenly everyone was buzzing about thallium.

"Bismuth may be history," said Arthur W. Sleight, of DuPont's superconducting team, which has just published one of the first papers on bismuth.

But thallium could soon be history, too, conceded Grant. "It's a new world record. Maybe it will stand for five weeks, maybe for five hours."

Grant said that on February 23 his team confirmed the discovery by scientists at the University of Arkansas, and then improved upon it to raise the superconductor's working temperature to 118 degrees Kelvin, comfortably above the 93 degree level of the so-called 1-2-3 compound that had held sway in the past year. The Arkansas team has submitted a paper on its work to the premier

world physics journal, *Physical Review Letters*.

Some scientists were sceptical that thallium would have a future because it was dangerous to work with. "I don't believe thallium is the ultimate answer. It is horrendously toxic," said Bertram Battlogg, head of Solid State and Physics of Materials Research at AT&T Bell Laboratories in Murray Hill, New Jersey. Battlogg said his team was investigating other promising alternatives "to get similar tricks with lead and bismuth."

Grant's eagerness to publicise his work was typical of the rush to be first that fired up participants. One presenter was drawn out by laughter as he raced through a presentation on a material which he said had been telefaxed from his Stockholm laboratory just one hour previously. Grant

The Institute of Chartered Accountants in England and Wales

Results of Professional Examination II held in December 1987

List of Successful Candidates

ARTS

The Tempest/Salford Playhouse

Martin Hoyle

With more theatres than any comparable British urban sprawl except London, Greater Manchester has a new recruit. Salford Playhouse, home of amateur theatre for years (Bernard Hill and Ben Kingsley began their careers with the Salford Players), has turned professional. With Northern assurance, artistic director Michael Goddard has aimed high with his opening production, *The Tempest*, no less. With Northern know-how, he brings his connections as stand-up comic and scriptwriter to bear; and some familiar faces from television contribute to the Isle's noises that give delight and hurt not.

Costume is modern, and the ground-level acting space, seating on three sides, is bare but for a chest. David Smith's lighting design conjures up a vivid storm, though the words get swallowed. This tendency is corrected by Prospero, whom John Watts lends a Gielgud-like magnificence (but beware of overdoing the voice beautiful). This Prospero is still young and vigorous, rather as played in Peter Hall's film, with a hook-nosed daintiness that can harden into anger. Comedy can give him the semblance of a stage magician. There are no weaknesses among the dimly-jacketed "stragglers," where Geoffrey Banks provides a dear, rumbling old Gonzalo, and Clifford Milner's usurper has a way with nastiness and flick knives. Paul Walker makes Caliban

into a Millwall fan: a loud-mouthed thug in leather jacket and shorts, who exudes a real sense of menace and, incidentally, speaks his lines excellently. But interest centres on the costumes. Ariel is Freddie Gaffey, a leaping little figure in white tights and red pillowcase, who uses a squeaky lasso both in speech and song, his energy apparently undiminished since he surprised us with the Dreamers over 20 years ago. I'm not sure whether a balding Ariel in tortoise-shell specs entirely works, despite the player's zestful goodwill. The respectful audience felt it safe to laugh merrily with the below-stage characters. The integrity of Jack Snethurst's drunken Stephano, Carmen Miranda bat bearing squeaky plastic lemons to alleviate thirst, is assailed by his Trinculo's inclination to private jokes. But Ray Martine can be forgiven anything. Our answer to Lemmy Bruce regards us with sorrowful contempt in which hope has not quite died, alternately coy and cut-throat, and addressed with hectoring familiarity. He has the markings of a great Shakespearean clown, the underdog who can insult outrageously. Mr. Milner is in the great tradition of licensed fools who get away with murder. A good start for Salford. Never mind spectacle, bring on the actors. Future classical theatres should note the priorities.

Coming of Age/South Bank

Richard Fairman

This year marks the 21st anniversary of the Elizabeth Hall and Purcell Room on the South Bank. The building which houses them, a grey and brutally unloved edifice in one of the capital's prime positions, has become accepted as a permanent and unchanged fixture of the landscape. But inside a quiet revolution in musical fashions has been taking place.

The celebrations on Tuesday (which looked as though they might stretch as long into the night as any other young people's "coming-of-age" party) set out to drive the point home. There was not one item in the programme that you would have had any chance of seeing on the opening night back in 1967. Either the music had not been written by then; or, if it had, the style of its presentation would, without doubt, have been radically different.

The only conventional choice was Mozart's "Haffner" Symphony No 35 and even that was included as a token representative of the period instrument boom, which has taken off with such momentum in the last few years. Not that it was a very good advertisement for it: the performance by the Orchestra of the Age of Enlightenment under Sigiswald Kuijken was bland in the extreme and with unexpectedly rosy playing. They can do better.

The rest of the programme stretched to all extremes and without much logic in the way the ends had been sewn together. Nevertheless, a welcome can be extended to the return of Jones' *Mortuous Plague*, Vito Voci (1980), a short and imaginative piece for computer-manipulated sounds, and also to Tippett's *Songs for Dox*, even though the tenor here (Howard Haskin – light, attractive singing) was overpowered by the London Sinfonietta under Andrew Davis.

Earlier in the evening at the Purcell Room the combination of Philip Pickett's New London Consort, performing a selection of medieval Spanish songs, and the Egyptian group Les Musiciens du Nil had produced an even more startling juxtaposition: one group working within a living, fibrous tradition of its own, while the other was trying to resurrect much long dead and way outside its sphere of experience. This really was a mixed bag.

Given the nature of the occasion, it was inevitable that something had to be included to show off the Elizabeth Hall's recent and much vaunted conversion to a music theatre and that choice fell upon Birtwistle's *Bee Down* – a still vital mixture of spoken drama, mime, dance and music, which had been a major theatrical draw of last year's Birtwistle festival. It may well show the way the South Bank sees its two smaller halls moving, as they enter that most difficult period: middle age.

SWRB goes East

The Spinners'

"Final Fling"

Sadler's Wells Royal Ballet leaves for an eight-week tour of the Far East on March 15, taking Ashton's *La fille mal gardée*, Samsova's *Swan Lake*, Bintley's *Flowers of the Forest*, Minette de Valois's *Checkmate* and Macmillan's *Elite Syncopations* to China, Japan, Thailand, Korea and Hong Kong.

The tour is sponsored by Glaxo.



"The Fat Kitchen" by Jan Steen; part of the Baron de Ferrières collection from Cheltenham currently on tour

Museums/Susan Moore

Collections in need of a catalogue

Few provincial art galleries can afford to publish catalogues of their collections. Militating against them are not only exorbitant + and unbalanced publication costs of catalogues that of necessity have captions, illustrations and short print runs, but also the pressures on depicting members of curatorial staff who have no time for research. More disturbing still, few seem to have time to catalogue their collections at all.

Of the 300 museums and galleries in south east England responding to a survey by the Museum Documentation Association last year, 77 per cent stated that more than 50 per cent of their holdings were catalogued. Only 8 per cent of those catalogue entries were deemed up to current standards. There is no reason to suppose that statistics differ elsewhere.

This alarming lack of basic documentation is not confined to provincial institutions. In the 19th century Belgian paintings bequeathed by Baron De Ferrières to Cheltenham Art Gallery in 1929 – the subject of a newly published catalogue – provide excellent witness. The four best works in this permanently exhibited, but unsung collection – Gabriel Metsu's freshly observed "A Man and Woman at Wine," a pair of lively low-life genre scenes by Jan Steen, "The Fat Kitchen" and "The Lean Kitchen," and a Gerrit Dou self-portrait – are as fine examples as one would find in any national gallery. Other star turns are an inn interior by Baron Leyss and topographical works by Adriaens Everaert and Cornelis van der Voort. To many museum directors

and curators high-profile temporary exhibitions offer a more attractive option. Certainly it is much easier to find sponsors for exhibitions than for routine cataloguing. University museums have found it fruitful to arrange sponsored loan exhibitions that also provide definitive catalogues of certain aspects of their collections. Provincial museums find it virtually impossible to attract sponsorship at all.

Prejudice against provincial

museums and galleries still persists, in spite of efforts by the National Art Collections Fund to bring to public attention the nation's lesser known riches, and the publicity given to the discoveries made regularly in museum basements. It is often only quantity rather than quality that distinguishes national and local collections.

A catalogue of Cheltenham's foreign school buildings, including the Baron's founding bequest of 43 paintings, was long overdue. It proved most economical for the gallery to commission Christopher Wright, an art historian specialising in Dutch and Flemish painting, to research and write the catalogue. Three quarters of the costs had to be raised from outside sources, friends' activities, gifts from the Charles Robertson Charitable Trust and the Johnny van Haestert Gallery, and an invaluable subsidy from the Marc Fitch Fund repayable over two years.

At £20 the catalogue looks expensive compared with subsidised London catalogues, though the gallery published it under its imprint to cut costs. Though not entirely successful, it was purposefully designed to be of use to scholars and laymen alike. There are colour plates, usually large illustrations of all the works, and

information has been divided so that the general reader can bypass any boring bits.

To coincide with the publication of the catalogue the de Ferrières paintings have embarked on a national tour. This is the eighth exhibition curated by Christopher Wright that has drawn from the rich sources of Old Master paintings in provincial collections. Attendance figures dispel any myth that the general public is not interested in Old Masters. Some 30,000 visited the Dutch paintings in Yorkshire collections in Leeds in 1982, for example, and 900 came to see the de Ferrières pictures here in Leicester on its first Sunday.

Despite under-funding and staffing, a number of regional museums and galleries have richly contributed to the wider appreciation of our national heritage, although they have only scratched at the surface of what could be done. Their achievement in staging popular exhibitions, and finding funds to produce catalogues aimed not only at fellow art historians, deserve to make some national museum directors and curators sleep uneasily in their beds.

Dutch and Belgian Paintings

from Cheltenham Art Gallery

continues at Leicestershire

Museum and Art Gallery until April 6. It moves on to the Mead Gallery, University of Warwick Arts Centre on April 25–May 21, the Dulwich Picture Gallery, London, May 30–July 17 and the Brighton Art Gallery & Museum, July 26–August 23.

Tokyo Quartet/Wigmore Hall

David Murray

sharply intelligent readings.

In Mozart one half-expects them to be prickly. Not at all: they maintained a suggestive sotto voce in both the outer movements which compelled attention, and they observed Mozart's careful qualifications to his "Allegro" markings so as to keep the sense of sober, unhurried argument. Ampil Andante, well-pointed Menetto. Their Debussy is familiar, and went this time with a lively grace (and some

sharp edges); the jokes and dramatic reversals of the scherzo were impeccably brought off without bite. Best of all was the Adagio, superbly sustained at what seemed an unbroken, utterly steady pulse: the voices unfolded and flowered so naturally that the consummate pre-planning there must have been was inedible. This was quartet-playing of a very high order.

Exhibitions

LONDON

Tate Gallery, Douglas Cooper – The Masters of Cubism. A small but choice selection of 81 works on paper from Cooper's collection of cubist art of all kinds but principally of the work of the great quartet of Picasso, Braque, Gris and Juan Gris. Ends April 1.

Tate Gallery, Young Turner: Early Work 1800–1801. The latest in the continuing series of small temporary exhibitions in the Clare Gallery devoted to the many aspects of the vast number of water-colours and drawings in the Turner Bequest. The display spans the crucial 18 years or so from the mid-1780s which saw Turner mature with astonishing rapidity from competent conventional topographical to a virtuoso of the medium of water colour of astonishing breadth. Ends March 21.

Tate Gallery, David Bomberg – A full retrospective of one of the most distinguished British painters of the century, yet one whose career, critical success came only after his death in 1957, at the age of 88. As a young man in London before the First World War, Bomberg was associated with the Vorticists, perhaps of greater importance and originality. But now we can see that far from fading into sad mediocrity, deserving of neglect, his later work, though superficially so different, retained all that strength, liveliness and profound originality.

PARIS Grand Palais, Zurburu. From New York, an exhibition of 72 paintings retraces the artistic development of one of the great masters of the Spanish Golden Age. Influenced at

first by Caravaggio's chiaroscuro technique, Francisco Zurburu progressively abandoned the starkly contrasted rich colours for a solar palette with near monochromes. Reversing the perspective, using geometrical composition settings up a dynamic tension, he seems to have outstripped the mystical painter of the counter-reformation seems to be a precursor of cubism. (c258924). Ends April 11.

Musee d'Orsay, Van Gogh in Paris. To mark the centenary of Van Gogh's two-year stay in Paris, a special exhibition of a hundred works in his artistic development, the Musee d'Orsay has assembled more than 50 of his paintings and a dozen of his drawings from national and private collections. By bringing landscapes and still life by Monet, Renoir, Toulouse-Lautrec, Cézanne, Gauguin, Signac, Le Douanier Rousseau, and others to Van Gogh's work, the exhibition brings out their influence on the transformation of the Dutch artist's traditionally sombre colours into a soft Impressionistic palette underlined by contrasts of blues and orange, reds and greens. (45 42 42). Closed Tues, ends May 21.

10. Closed Sun, ends May 21. Winterhalter and European Courts from 1830–1870. A retrospective of the painter of graceful feminine beauty around the throne of France, England and Belgium. (45 42 23). Closed Mon, ends May 7.

ITALY Rome, Villa Medici (French Academy). A Certain Robert Dohmen. Photo-

graphs spanning the 40 year career of Dohmen, from his touching and evocative Paris street-scenes to his more abstract portraits of a series of portraits of well-known writers and artists. Tender but unsentimental, the images of children and joyous adults, the rural scenes of the city of Dohmen, is simultaneously humorous, and unfathomable in his portraits. Picasso in 1952, sitting with splayed hands on the lunch table, but with bread rolls where the fingers should have been. Pictures from the front of a shop in Paris, so that the O is covered and Colette with an enormous collection of paperweights. Ends March 21.

NEW YORK Metropolitan Museum of Art. Every phase of Praguer's art is included in this, the first comprehensive exhibition of his work. Born in 1887, he studied in Paris and spent time in Spain, France and Italy. His style is reminiscent of French Impressionism, with bright, diaphanous, light-filled, brightly coloured glass. Don't miss the superb standing collection of crafts from all over Japan housed in a replica of an old farmhouse building which is in perfect harmony with the unassuming nature of the objects. (Ends March 21).

WASHINGTON

National Gallery, Degas. Preliminary Paintings for Edouard Castle. Recently discovered watercolours and working drawings by artist of the same school for a remodelling in the 1880s or 1890s of the slogan castle which contained drawings of the soldiers of the Civil War. Degas' drawings are whimsical, humorous, and unfathomable in his portraits. Picasso in 1952, sitting with splayed hands on the lunch table, but with bread rolls where the fingers should have been. Pictures from the front of a shop in Paris, so that the O is covered and Colette with an enormous collection of paperweights. Ends March 21.

SPAIN

Madrid. The Economic Tradition in Contemporary British Painting. An exhibition of 100 oil paintings by British artists from the 1960s to the present day. The exhibition shows how the traditional landscape now differs from panel to panel, with an abundance of seasonal flowers, birds and animals. Of particular interest are the sketches for the Fine Corridor, setting for one of the more violent incidents in Spanish history. Goya's "La tauromaquia" is anodyne pleasure, while Goya's "Saturn finds mischief for idle hands to do." The top estimate had been £2,500.

The dealer David Messon paid by the London dealer Richard Hagen for a view of Concierge with its sardine fishers by William Lee-Hankey. The price was around double the estimate. Another surprising price was the £13,200 which secured a couple of watercolours by Munnings which show pigs getting into trouble under the theme "Satan finds mischief for idle hands to do." The top estimate had been £2,500.

Japonisme Museum, Nihon Minshoku Kenkyusho. Prints by Yamamoto Kansetsu pottery by Kuroda Kanjiro. A special exhibition featuring works by two of the leading Japanese artists of the 20th century. Yamamoto's prints are dynamic and vivacious (possibly because he was never afraid to paint young women), while Kuroda's distinctive style favours brightly coloured glazes. Don't miss the superb standing collection of crafts from all over Japan housed in a replica of an old farmhouse building which is in perfect harmony with the unassuming nature of the objects. (Ends March 21).

IN JAPAN

Saleroom/Anthony Thorncroft

The Philadelphia Opera

Andrew Porter

The Philadelphia Opera, which used to be a somewhat ramshackle affair, became serious some years ago when Margaret Everitt was appointed its director. (Four big American companies, Chicago, Boston, the New City Opera, and Philadelphia, are now directed by women, and three, Los Angeles, Kentucky, and San Diego – also St. Louis until recently – are directed by Britts.) Miss Everitt combined popular attraction – the Luciano Pavarotti competition, and Pavarotti's presence – with higher ideals. In 1981, I admired Philadelphia's *Moïse*, a serious, noble

version of Rossini's opera, in marked contrast to the all-star but frivolous *Donna del Lago* (subsequently seen at Covent Garden) that Houston brought out the same season.

Last year, there was a memorable *Death in Venice*: very different from the Piper-Graham production but not less impressive: William Lewis was a potent Aschenbach. And a *Boris Godunov* built around an early Pavarotti prizewinner, Paastra Burkhade, which presented the first, stronger version of Mussorgsky's opera. (The Met plays neither first nor second version, but a condensation.) So there are reasons that draw New York opera lovers down to Philadelphia. Getting there is easy, on the smooth, swift 6 o'clock Metroliner. Getting back means the slow milk train, scheduled to arrive in New York around 3am but in my experience

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FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4 P4B
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Thursday March 3 1988

The future of Rover

IN REACTING to the proposed purchase by British Aerospace of Rover Group, the state-owned car manufacturer, the Thatcher Government needs to be clear about its own objectives. These are to return Rover to the private sector in a way which makes financial and commercial sense for the taxpayer and the company.

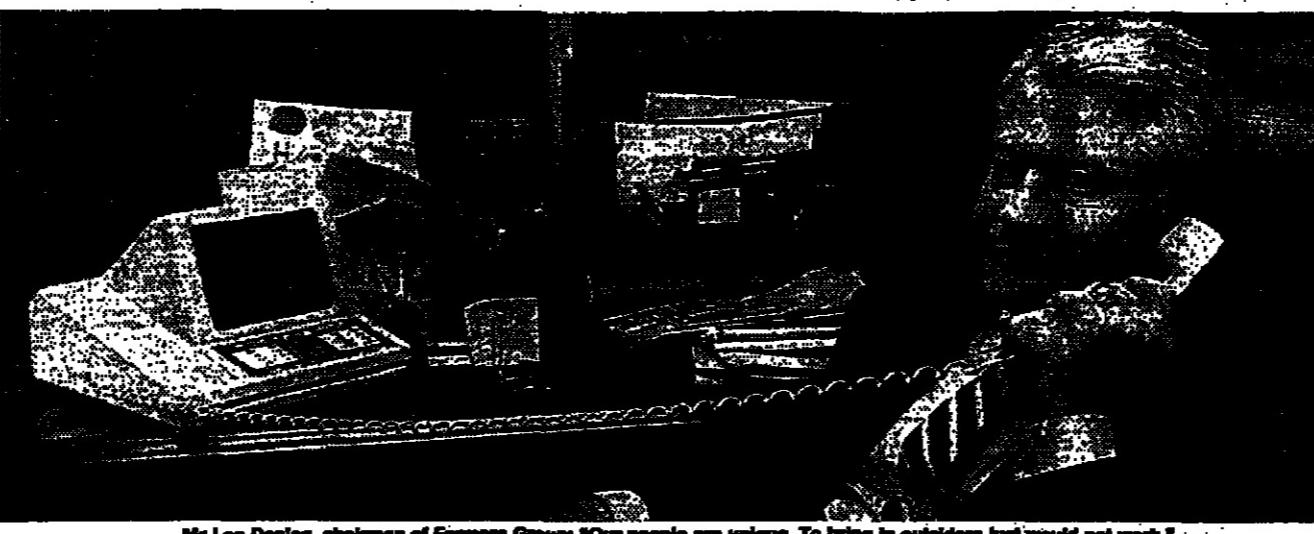
Although BAe has been given exclusive negotiating rights until the end of April, this should certainly not imply a refusal by the Government to entertain rival offers after that date. Other purchasers, after all, might meet the Government's objectives more fully than BAe. There has been a hint in ministerial statements this week of the old obsession with "national champions". It is no part of the Government's function to act as cheer-leader for an all-British solution which may suit the Rover management but is not necessarily in the best interests of the company as a whole.

These warnings are particularly relevant because of the special character of BAe. It is the prime aerospace contractor to the Ministry of Defence and it receives launch aid from the taxpayer for civil airline projects. There might well be an assumption in the minds of shareholders and the public that the Government would not allow difficulties arising from its investment in cars to threaten the viability of BAe itself. Hence the Government must not only satisfy itself that a BAe-Rover deal makes commercial sense, but must also distance itself from any hint of sponsoring this particular deal or of continuing support for the car.

Company's prospects

The profitability of Rover has improved over the past two years and the management believes that the recovery will continue to the point where, in five years' time, a public flotation could be envisaged. It is for the Government to weigh on the advantages of an early sale against the possibility of a higher price later. The debt of the calculation will be the debt write-offs which, as in earlier privatisations, will be substantial. In view of the risks and uncertainty associated with keeping

Nick Bunker explains why BAT's bid for Farmers Group insurance company in the US has been followed by an eerie calm



Mr Leo Denlea Jr., chairman of Farmers Group: "Our people are unique. To bring in outsiders just would not work."

THIRTY blocks east of Beverly Hills, the Buicks thump past palm trees shading a bright, white, art-deco office building. Farmers Group — the insurance company with headquarters there — is as southern California as the Santa Monica freeway.

Store-fronts run by Farmers agents dot the shopping malls of suburbs in the San Fernando Valley. The company's roots are deep and very local. Yet Farmers Group — America's third largest motor and household insurer — is now the target of the biggest takeover proposal the world insurance industry has ever seen.

Six weeks ago, it rejected a \$4.2bn (£2.36bn) offer from BAT

agents to buy the UK tobacco group, which wants to expand into US financial services. That should be the end of the matter, says Mr Leo Denlea Jr., Farmers' chairman. "Reporters call me up and I tell them, quite honestly, that as of now nothing is going on."

That is not the whole story. True, the companies have only exchanged letters, with BAT suggesting it might raise its terms above the current \$60 a share, while Mr Denlea has reiterated that Farmers is not for sale. Yet Farmers has been forced out of its shell and BAT appears content, at the moment to play a waiting game, allowing pressure to build up. Though huge — Farmers insures 5.5 per cent of American private cars — it is traditionally fought shy of Wall Street. Betraying some inexperience, it convinced security analysts at recent meetings that Mr Denlea is simply posturing to attract a higher offer — the opposite of the impression he intended to create.

With First Boston and Morgan Stanley, its investment bank advisers, Farmers has apparently settled for a low-key strategy of gradually persuading shareholders that its special strengths would be dissipated by BAT. That looks naive to Wall Street observers wondering whether shareholders' lawsuits will start to hit Farmers because of its refusal of BAT's terms. Its biggest shareholder is thought to be a Philadelphia money manager, Miller, Anderson and Sherrerd, with 6.4 per cent. Analysts believe perhaps 65 per cent of its common stock is with similar institutions, which may not wish to forgo BAT's cash. And, says a senior official of another big Californian insurer, "There have to be arbitrages just waiting to surface."

Mr Chuck Shultz, a senior vice president, can't see insurance regu-

Content to wait and see

lators. BAT will need prior approval for the takeover from insurance commissioners in nine states where Farmers Group companies are domiciled. The process can be long — a year perhaps in Texas, if Farmers fights hard. But state regulators stress that their duty is to protect policyholders from the possibility of asset stripping by an acquirer, not to shelter incumbent management.

Yet Farmers Group can still deploy powerful arguments against takeover — springing from a central question about what BAT's proposal. Just what can a diversified British tobacco-based multinational really add to Farmers? BAT's knowledge of the US is profound and it says it would leave the group's management in place — but over time it would have to make its presence felt. Yet a vast cultural divide separates Farmers even from BAT's US operations (in tobacco, paper and retailing) and its record as an independent company is impressive.

Since the 1970s, Farmers has produced an average annual return on equity of more than 18 per cent — far better than the mediocre results of most US insurers. There are three reasons.

• In its 13,500 sales agents, it has a highly motivated distribution network, which it has worked hard to perfect.

• It has always focused closely on selling household, motor, life and small business insurance west of the Mississippi. "We don't want our agents to be jacks-of-all-trades and masters of none," says Mr Albert Fulton, the group's treasurer. "We are a niche business — though it is kind of an enormous niche," says Mr Chuck Shultz, a senior vice

president.

• Instead of carrying insur-

ance risks itself the group acts as manager for a series of "reciprocal exchanges" made up of individual policyholders who in effect insure each other just as if they were members of a mutual company.

None of the three elements by itself is unique to Farmers. But the combination is special.

The story goes back to 1927, when Mr Thomas Leaf and Mr John Tyler, both from western ranching backgrounds, founded the first Farmers Insurance Exchange in Los Angeles, to provide motor insurance cover for farmers fed up with paying high prices based on city dwellers' poor driving records. They created an insurance company with a uniquely advantageous structure. Acting only as manager of the exchanges, remunerated by a fee, it is insulated from the notoriously violent cyclical ups-and-downs in US insurance company profits. It is also one of a handful of American property/casualty insurers which have solved the industry's critical problem — that most of the 3,500 companies sell identical products, channeling competition into fierce price wars.

Farmers Group strategy has been closely akin to that of its chief competitor, the Illinois-based State Farm, a highly-efficient mutual with 15 per cent of the American motor market. Both companies built huge forces of direct salesmen operating far more cheaply than the independent brokers or agents which sell policies for mutual eastern companies like Aetna Life and Casualty, or the Hartford Insurance Group. Typically, Farmers Group management expenses and agents' commission consume 20 to 25 per cent of motor premiums, and around 30 per cent of those for home-owners. Big eastern

insurance agents, have expense ratios twice as high.

At the moment the ball lies in BAT's court, but it has more to think about than the simple question of whether and when to raise its offer. "Our people are Farmerised. They're unique. To bring in outsiders just would not work," says Mr Denlea. He is overstating his case — but BAT has yet to show just how much it can add to Farmers.

■ Michael Prowse

Succeeding Sir Zelman

A new Chairman of the Press Council is due to be appointed shortly — probably within the next few weeks. He will succeed Sir Zelman Cowen who, until recently, has had a fairly quiet job and done it rather well. He found no difficulty in combining it with being Provost of Oriel College, Oxford and indeed the appointment is not intended to be full-time.

Cowen steps down towards the end of the year and the normal channels are at work finding a successor. Those channels, however, are not very open and the job may be about to become much more important than it has been for some years.

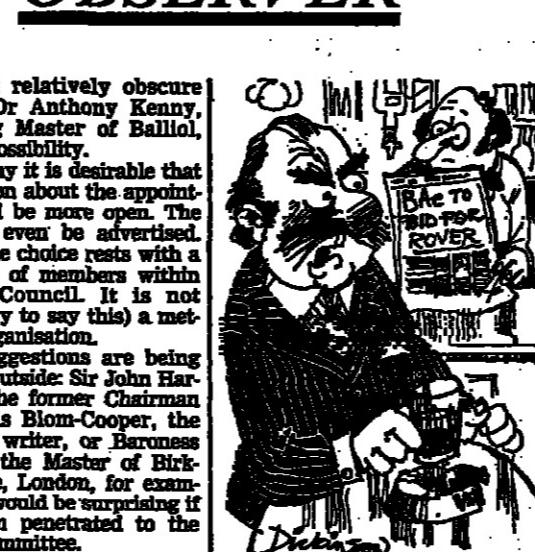
The reason is that press standards have again become a subject of public and Parliamentary debate. Mr Tim Ranton, a junior minister at the Home Office, hinted last week that if the press could not put its own house in order, the Government might have to do it for it. Also a new Broadcasting Standards Authority is about to be set up, mainly to deal with questions of sex and violence on television. Thus the whole issue of censorship, which is self-reinforcing by the media, is under discussion.

The Press Council is the body set up by the press to monitor itself. It has very few powers save to issue condemnations of what it judges to be malpractices, which nowadays some of the off-shore newspapers print only on very obscure pages, hence appearing to undermine the Council's authority.

Article three of its constitution says that the Chairman must be otherwise unconnected with the press. The front runner for the succession is thought to be Lord McGregor of Durris, currently Chairman of the Advertising Standards Authority and Chairman of the last Royal Commission on the Press from 1975-77.

One would not question his qualifications in any way. Yet the post has a habit of going to some all-married couples (such as the expense of child rearing) should be the concern of benefit offices. But given the Chancellor's determination to move in this direction, he should ensure that cuts

OBSERVER



"They should only let Aerospace have Rover if they also agree to buy the Health Service."

worthy but relatively obscure academic Dr Anthony Kenny, the retiring Master of Balliol, must be succeeded.

That is why it is desirable that the discussion about the appointment should be more open. The post might even be advertised. Currently the choice rests with a small group of members within the Press Council. It is not exactly (sorry to say this) a metropolitan organisation.

A few suggestions are being made from outside. Sir John Harvey-Jones, the former Chairman of ICI, Louis Blom-Cooper, the lawyer and writer, or Baroness Blackett, the Master of Birkbeck College, London, for example. But it would be surprising if any of them penetrated to the Selection Committee.

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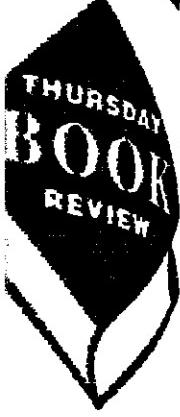
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The
economics
of health care

Alistair McEwan
John Henderson
Gavin McCrae
George & Karen
Barber, Sean
Fitzpatrick

ECONOMIC VIEWPOINT

An ABC of the balance of payments

By Samuel Brittan

THE DINOSAURS have been having a field day. First, there has been a return – at least among the commentators – of the “Budget judgement”. That is the piece of economic crystal gazing which was supposed to decide how much the Chancellor should “take out of” or “put into” the economy, irrespective of mundane phenomena such as revenue and expenditure.

Secondly, there has been a return of the balance of payments obsession of the 1950s and 1960s. The January trade figures have been greeted with delight by the dinosaurs, who are saying in unison: “No tax cuts please, we’re British.” But even the Barclays de Zoete Webb economists, who coined this slogan, concede too much to British mechanism in talking about tax cuts. For a large part of any so-called cuts will be necessary simply to prevent the tax burden from rising automatically as incomes rise – the notorious fiscal drag.

Since anything that can be misunderstood will be misunderstood, the rest of this article is devoted to making clear exactly why I part company from the balance of payments school – which does not mean that I believe in ignoring this indicator. One should not throw away any economic information, but interpret it sensibly.

There are three propositions to note:

- The trade figures are not only volatile but far more volatile, and frequently revised, than people realise.

- Even after revision, the official estimates of the current balance of payments are probably wrong to an important extent.

- A genuine current deficit, voluntarily financed by private investment inflows only matters (a) if it reflects Government borrowing to finance its own consumption, or (b) if it is a symptom of inflationary pressure.

The present deficit, to the extent that there is one, is clearly not a sign of excessive Government borrowing but may well be a symptom of inflationary pressure, best tackled by monetary means.

The Government is indeed open to criticism, not at all for contemplating some tax revisions, but for failing to reinstate a medium-term monetary strategy, which in current British conditions can only be done convincingly in the context of a clearly stated

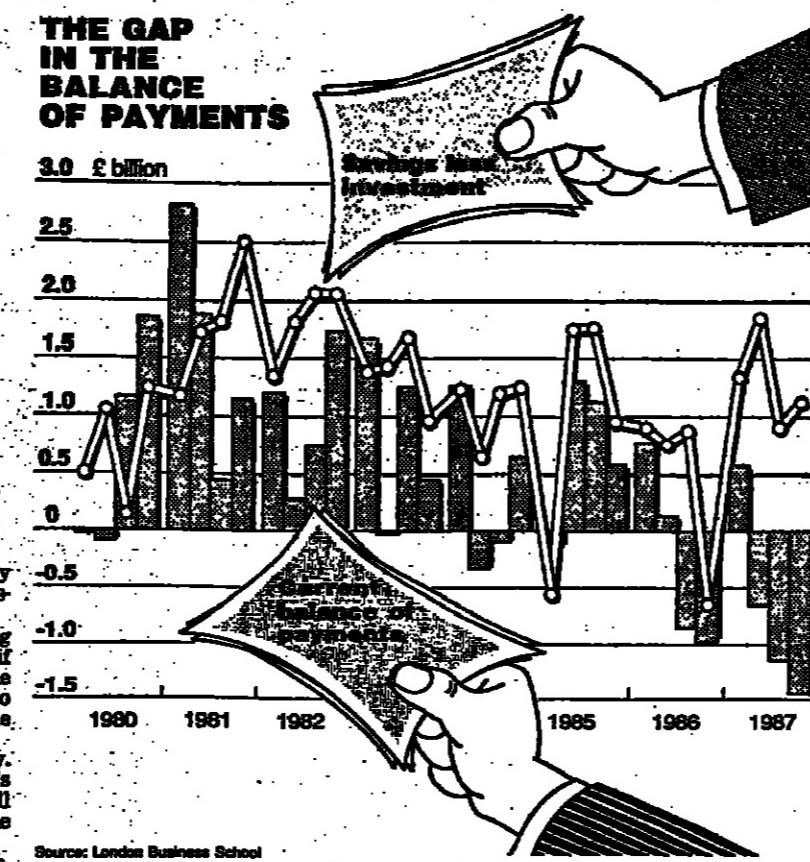
quarterly figures less erratic. The trend needs to be taken over at least a year.

There is a long history of the British economy being short-changed by conscientious, scrupulous and overoptimistic balance of payment statistics.

After the 1967 devaluation, the current deficit was for a long time overstated until the discovery in 1969 of “missing” exports hitherto unrecorded. A contributory factor to Labour’s loss of the 1970 election was a bad trade figure reflecting a bulge in the arrival of ships and aircraft.

The deeper error relates to the gap in the official figures even after all the revisions. This is the famous “balancing item”, which shows unrecorded overseas receipts of £5.8m for the last available year.

The nature of this gap is shown in the accompanying chart. As an uncontroversial matter of definition, the current balance of payments equals the difference between domestic savings and domestic investment. But as the chart shows, savings have exceeded



Source: London Business School

investment during nearly all the period the recorded balance has been reported to be in deficit.

Of course, the error may be in the savings-investment figures; but the existence of the black hole in the international balance of payments – through which the world appears to have a deficit with itself – is one reason to suppose that a large part of the error is in the overstatement of the UK current deficit. Another reason is the difficulty of recording invisible earnings and investment income.

If only half of the balancing item is attributed to an underrecording of overseas earnings, then the £5bn current deficit which is the consensus forecast for 1988-1989 becomes £2bn or less than half of a percent of GDP.

The more fundamental reminder provided by the chart, however, is that the counterpart of a current deficit is a surplus on capital account. The desirability of most balance of payments discussion is to ignore the capital account. Yet there is no reason to aim for a zero current balance unless one wants to forbid all net international investment flows.

What matters is the growth of a country’s net capital stock (usually called less informatively net wealth). Unfortunately, however, capital stock or wealth estimates are far too unreliable and erratic to form the basis of short-term or medium-term fiscal policy.

But a reasonable practical approximation is that the national budget should be in rough balance in normal times. The big difference between the US payments deficit and the supposed British one is that the former has its counterpart in excess Government borrowing and the latter does not.

If overseas borrowing reflects free decisions by the private sector, rather than excessive government borrowing, then no policy action is required. At present there is an international shortage of creditworthy borrowers. But if and when overseas investors are no longer willing to invest in the UK at current rates of return then the UK private sector must take the consequences in the shape of less borrowing or higher interest rates. A tax on consumer credit may be the least bad form of paternalist intervention available, but it is paternalist all the same.

There is, however, one all-important qualification. Leaving aside Japan’s freak figures, and excluding oil and armaments export volumes, which have been rising by 4% per cent over the last year and import volume by 1% per cent. Whatever the true level of the current balance, and however suspect the estimates, there has been an adverse shift.

It is due to declining competitiveness. Relative costs moved in favour of the UK in 1986, a movement only partially reversed in 1987. The share of UK exports in world trade has actually recovered since 1984; and even the rise in import penetration seems to have slowed to a crawl.

An alternative explanation relates to comparative growth rates. The Treasury maintains that growth has been anomalous, slow overseas, while the London Business School maintains that it is on trend.

If the UK were simply growing faster than other countries on a non-inflationary basis, this would present few problems. The worst that could happen would be that Britain’s terms of trade would have to deteriorate gradually, which could be accomplished just as well by slower inflation (this would

be a good thing).

Comments are falling over themselves to congratulate the management of the “big four” banks on their new realism. Yet this belated recognition of reality begs a number of important questions.

First, how have bank auditors been able to endorse accounts as true and fair when exposure to third world debt has been so underestimated? More precisely: what happened between February 1987 and February 1988, which was not apparent long before February 1987, which justified such a leap in bad debt provisions?

Second, if banks accept that they may not get back more than 70p in the £ on these loans, why should third world countries go on paying interest at western rates on every £1 borrowed?

Third, little has been done to help resolve the debt crisis apart from accounting adjustments. Unless the developed countries can offer third world countries a way out of the debt crisis, more and more will refuse to continue payments. Soon, 30 per cent bad debt provisions could seem very unrealistic indeed.

John Willman, Fabian Society, 11 Dartmouth Street, SW1

French steps taken in the right direction

Letters to the Editor

Emotions affect petrol demand

From Mr William Hakes

Sir, Andrew Gower’s article on projections of oil supply and political stability in the Middle East (February 25) reminds me of the predictions for \$100 a barrel of oil before the end of this century. In the early 1980s, the petroleum industry believed that prices would always increase. This did not prove to be the case – as attested by the disappearance of oil damage done to many well-known names in the industry.

A prediction of supply stability must assume that everyone believes that a closure of the Straits of Hormuz would not affect world supply by even the slightest amount. As soon as governments and general industry make a conscious effort to maintain 100 per cent fuel stocks, and every individual decides that the petrol tank must be kept filled, an increase in demand will follow.

Projections of any kind contain a risk, but projections in the petroleum market can have little bearing on the real world when the emotions of demand play such a volatile and critical role. William G. Hakes, 27 Enke Road, SW2

Poverty is a relative concept

From Mr Simon Taylor

Sir, Samuel Brittan suggests (February 22) that society might be rich enough to “provide a tolerable minimum income that is still well below average or median earnings.” But this may be forever unattainable, because notions of a decent income tend to be a function of the average income, the two rising together.

If the company applying for registration in France supplies

Poverty remains an irreducibly relative concept, and so there is little chance of the proposal ever being realised. Instead there will always be pressure to keep benefits of all sorts down to “incentive-compatible levels” as at present. Any departure from this principle would entail a rather more revolutionary change in attitudes than I suspect Mr Brittan envisages.

Simon Taylor,
Department of Industrial Relations,
London School of Economics,
Houghton Street, WC2

French steps taken in the right direction

From Mr Roland King

Sir, The French government’s efforts to reduce bureaucracy and simplify the procedures for establishing new companies have not yet had the full effect that we would wish to see (“French red tape still excessive”, February 9).

Nevertheless, the fact should not be overlooked that in 1987 a total of 212,000 new companies were set up in France. There has been tremendous improvement towards simplification of company creation/modification procedures.

Between 1981 and 1985 local “Centres de Formalités des Entreprises” were established in all French departments (counties). These centres collect on one single document all the declarations previously sent to the tax authorities, to the trade registrars, to social organisations, and others.

If the company applying for registration in France supplies

the requested information and documents about its planned activities, its owners, and other relevant information, these Centres de Formalités now make it possible to start business in France within a relatively short time – in Versailles, for instance, a couple of weeks. However, procedures concerned with the Treasury’s authorisation relating to foreign investments may still be taking too long.

Roland E. King,
Franco-British Chamber of Commerce and Industry,
8 Rue Cimarron,
75116 Paris, France

DoE feet drag over planning applications

From Mr M.A. Netherton

Sir, You report that Government ministers are to launch a “determined attack on local authorities over the mounting delays in dealing with planning applications.”

Ironically it is the incredible delays in the Department of the Environment which are holding up the development of this particular Borough, as a result of which jobs are not being created and we are losing rate income.

Many in this borough would dearly love to see an Urban Development Corporation established as a means of reducing these delays; unfortunately we are the wrong side of Watford.

M.A. Netherton,
Dartford Borough Council,
Civic Centre,
Home Gardens,
Dartford, Kent

Integrating Europe requires growth by competition, not acquisition

From Mr H.J. Ruff

Sir, Readers who have ducked for safety from the cross-fire between Mr De Benedetti and Mr Leyser over control of Société Générale de Belgique could easily miss seeing what Europe may be like after the war is over – especially if Mr De Benedetti wins.

Your Lombard column characterised succinctly two opposing views on Mr De Benedetti (28 January): “Ultra cynics see him as a respectable industrialist turned arbitrageur, raiding his way to riches, even if he gets embroiled in industrial management along the way. Others see him as the visionary who claims to be building a trans-European holding company with the political and financial clout to support a series of industrial and financial sub-groups, each with their own strong business logic.”

Far from seeing the industrial and commercial sectors that will help integrate Europe, the activities of Mr De Benedetti, and others motivated similarly, have a damaging effect on those working towards 1992 and a more united Europe. The reason is that he is not pursuing his corporate growth ambitions through ingenious corporate expansion along the path of international competition.

Instead – and in the face of essentially stagnant or weak growth in market demand – corporate expansion is being achieved along the lines of least resistance: through acquisitions. In this way many barriers to entry into foreign markets, both natural and man-made, are being side-stepped. No attempt to reduce or dismantle them – an effort undertaken in the movement towards an integrated

Europe – is being made.

Damage done to European integration by growth through acquisition, rather than by competition, also occurs because these enormous conglomerates operate at the centre, more like bureaucracies than efficient economic enterprises (regardless of any good intentions to the contrary).

In such an environment there is more scope for the vagaries of politics and personalities, rather than business logic, to determine direction and drive.

Hence integration – the gift of competitive international free trade – goes by the board. Instead a fragmented European market is allowed to persist. In this market greater profits can most easily be achieved by collusion and restrictive practices orchestrated by those who, like Mr De Benedetti, have European-wide – but centralised – con-

trol.

The envigorising oxygen of competition currently blowing through European economies like the UK and France will probably not combat this. Instead, the political encouragement of small enterprises is likely to enrich the conglomerates’ profits as these small businesses feed on (or are fed to) powerful giants whose ranks, in some countries, have recently been swelled by privatised monopolies. In this way dualism – prevalent for example, in the Japanese economy – will be accentuated.

So far from promoting integration, the overall effect will be to add to the existing crisscross of divisions that scar the body of Europe.

H.J. Ruff,
25 Boulevard Jean Jaurès,
75016 Paris, France

reduce prices relative to competitor countries) as by exchange rate depreciation.

I doubt, however, if such explanations adequately explain the trend rise in imports relative to exports. Taken in conjunction with all the other indicators of domestic spending, it suggests that domestic demand is rising at an excessive and inflationary rate.

On the last count Nominal GDP was rising by at least 9½ per cent per annum, and the latest signs suggest it has not slowed down. One should avoid a dogmatic view on how rapid a real growth rate the economy can sustain. But there need be no hesitation in saying that a 9½ per cent growth of nominal demand which is far above the Government’s own projection, is far too fast, and that some inflationary pressure are, for the time being, siphoned off into imports.

How then the depreciation of sterling, recommended by the National Institute, which is inflationary in its implications, can help with this inflationary problem beats me. But not only me. For it does not work, on the institute’s own simulations.

The variant with no tax cuts and devaluation announced by fiat, shows a near-elimination of the payments deficit, but at the cost of near zero growth by the early 1990s and 7 per cent inflation. Another variant, with lower interest rates added, does not eliminate the growth recession, but raises the expected inflation rate well above 7 per cent (in my view an underestimate), and is associated with a continuing recorded payments deficit of between £3bn and £5bn.

How then can the growth of demand be reduced to a non-inflationary rate? A scholastic argument about monetary aggregates or credit is not too helpful.

A monetary policy aimed at keeping sterling at around DM8 is, in principle, correct. But day-to-day actions are not enough. Whatever Bismarck may have said, words matter, not just blood and iron.

The policy of linking sterling to the next Chancellor denies that it is to stay and the general assumption is that sterling will depreciate in the medium term.

Why bother to resist inflationary pay claims, if you think that devaluation will come to your aid under the next Chancellor, if not before?

Every time that Mrs Thatcher denies that there is a sterling link to the D-Mark or that there is an exchange rate target, there is an addition both to the probable unemployment rate and to the probable inflation rate. This is not a gibe, but the product of hard analysis, which could be presented in algebra if it would make anyone feel better.

The tragedy is that if monetary and exchange rate policy are not put on a long-term foundation by the time of the Budget it will be too late to do so – it almost is already.

For once sufficient inflationary pay increases have occurred it then becomes irrational not to validate them by depreciation. The trick is to prevent them occurring.

It all looks like a sad missed opportunity – but not for the fiscal fine-tuning reasons given by the economic establishment.

Lombard

The illusions of synergy

By Christopher Lorenz

STUDY AFTER study of the success or failure of acquisitions has demonstrated that the supposed “synergy” of most radical diversifications proves illusory. Much more often than not, such overtures end in costly tears.

There is an equally tall mountain of evidence of the dangers of diversification, in several senses, of diversification-by-takeover. A weak company trying to diversify its way out of trouble clearly runs considerable risks. But so does a strong predator which swallows a weak prey, only to take-over groups such as BAE and Hanson have a near-monopoly of success with such moves, and they steadfastly avoid diversifying into businesses whose characteristics are radically new to them.

The proposed takeover of the Rover group, Britain’s state-owned car manufacturer, by British Aerospace falls into all of these traps, and the inordinate time it took.

Instead of looking towards the glamorous but distant goal of Saabian synergy with an aerospace maker – a suitable strategy at present, if at all, only for more up-market suppliers – Rover’s prime strategic focus should be on the medium-term strengthening of its product development and distribution capability. This would be best served either by reinforcement of its existing alliance with Honda, or by a renewed look at the option (if it still exists) of a takeover by Ford; when the US-owned giant made overtures two years ago, the Thatcher government recouped in the face of a parliamentary revolt.

Even more dubious than the logic for Rover is the real attraction of the deal to BAE. Rover’s production strengths have been cited, but then BAE itself already has similar expertise. A strengthening of its electronics and new materials will have growing application in other transport industries, including motor



FINANCIAL TIMES

Thursday March 3 1988

Paul Betts talks to François-Xavier Ortoli, Chairman of Total, France's giant oil company

The hidden charms of Europe

"THERE IS nothing more irritating, but at the same time more exalting, than Europe," says Mr François-Xavier Ortoli, the chairman of Total Compagnie Française des Pétroles, the French oil group.

Seated in his cosy office in Total's Paris headquarters, discretely tucked away in the chic residential district of Auteuil, Mr Ortoli comes over as a prudent optimist. He believes that Europe is waking up to the fact that it "cannot escape the world."

Mr Ortoli previously served as a minister under presidents De Gaulle and Pompidou, and as president of the European Commission. In 1984, he was chosen by the Socialist Government to head the French oil giant, which is 35 per cent controlled by the state. He brings a particular European and French viewpoint to a truly international industry.

"Europe is a grand concept and many people feel it as such," he said. "But what Europe contributes in practical and positive terms is a whole series of routine decisions without glory, like the harmonisation of standards, the *rapprochement* of legislation and other technical matters whose poetry, charm and romanticism are often hard to perceive."

For Mr Ortoli the European Community's plan to build a unified market by 1992 will provide two big steps forward for European industry. It will have a psychological impact on company managements, causing them to look beyond domestic markets, while giving them a larger and more stable base from which to build up longer-term industrial strategies and investment plans.

For this reason, he said, it was crucial for Western governments to work out a more secure and uniform international monetary system. "The unified market of 1992 will provide the freedom for European companies to invest. But companies must also be able to make reasonable anticipations before adopting bolder investment strategies."

Mr Ortoli believes that Britain will ultimately join the European Monetary System (EMS). "I am a pseudo-Cartesian and I therefore maintain that *l'evidence s'impose toujours* (the obvious always imposes itself)."

However, he added that the point to watch was that the inevitable did not occur too late, because Europe had neither the power nor the market to afford a disunited currency front.

He has long been a keen supporter of the European Currency Unit (Ecu). Indeed, Total has



François-Xavier Ortoli: Europe is waking up to the fact that it cannot escape the world

started reporting its consolidated annual figures in Ecu.

Mr Ortoli believes that European industry has not sufficiently recognised the negative consequences of a fragmented European market. But he said that, even in France, where industry has traditionally adopted a more provincial and chauvinistic approach to markets, companies had finally realised that "the world may be dangerous, but it is unavoidable."

His strategy at Total during the past few years has been to strengthen the group's operations in its traditional oil and gas sectors by reinforcing its presence in the North Sea, the US and the Middle East.

He has sought to strengthen the company's links with Arab oil-producing countries. Abu Dhabi investment but he acknowledged that "there is also behind these moves the idea that things are changing in the oil industry and that new games are likely to be played."

Of all the big international oil companies, the French group has been perhaps the most vulnerable to the dramatic changes which have hit the industry during the past decade. The group had grown rich on its abundant supplies of Middle East crude and developed a large downstream refining and distribution network. But the oil shocks of the 1970s and the subsequent slump in the refining business proved traumatic for Total.

Over an 18-year period, the company saw its annual oil supplies fall from 80m tonnes to around 40m tonnes. Its financial performance also suffered: in 1982 it reported a loss for the first time in its history - of FFr 1.07bn (\$185m). But it expects to be back in profit in 1987 with net income of about FFr 1.5bn.

Considerable restructuring has taken place, especially of the refining activities (last year, for

nuclear forces of varying ranges. Parity between Nato and the Warsaw Pact in conventional forces would bring about greater stability, but only nuclear weapons would present a potential aggressor with an unacceptable risk, a point also strongly underlined by President François Mitterrand of France.

Moscow favoured the denuclearisation of Europe so that it could exploit its superiority in conventional arms for political ends "to intimidate and overawe some nations."

A distinction had to be made between Soviet rhetoric and reality. The reality was that there was no evidence of a slowing down in the modernisation of both Soviet conventional and nuclear weapons, since Mr Gorbachev took office in 1985.

The Soviet countries would continue to be threatened by Soviet

example, the refining and petrochemical distribution operations in Italy were sold) and Mr Ortoli said Total was now "financially sound."

He wants to use this solid base to acquire and develop reserves in politically and economically safe countries, and has so far spent about \$300m acquiring stakes in the US. He has also invested in the Middle East, obtaining stakes in fields in Yemen and Syria. In the North Sea, Total recently acquired a 5 per cent stake in Sags, the Norwegian oil company. Given a chance to make a major acquisition, the company is ready to splash out up to \$1.5bn.

Mr Ortoli's strategy is to concentrate Total's operations on its traditional bread-and-butter business of exploring and producing oil and gas - apart from the Middle East and the North Sea, the group is a major producer in Indonesia and is developing its operation in Argentina. He is also keen to maintain Total's activity in various related sectors.

For example, he is considering building up the group's presence again in the chemicals field, as well as maintaining interests in gold, uranium and coal.

In a nutshell, our strategy is to be present in the different sectors where the oil game is played," he said.

But Mr Ortoli's biggest headache remains the loss-making refining and distribution business.

While Total pursues its efforts to return its downstream operations to profit, the French company, like other Western oil groups, is worried about the growing impact of refined products from Gulf oil-producing countries.

Total, involved in the European Community's negotiations with the Gulf countries over to these new downstream producers. Mr Ortoli stressed that it was in no one's interest, including that of Middle East oil producers, to compromise the European refining industry's efforts to return the industry to more normal economic conditions.

"The Gulf countries must think very carefully about this issue," he said. "We must not find ourselves in a paradoxical system whereby, on the one hand, we try to maintain oil prices at a stable level to guarantee profits all round, and at the same time we think it is perfectly normal to undermine these efforts by flooding an already over-supplied market with new products."

Nato affirms need for nuclear arms

By ROBERT MAUTHNER DIPLOMATIC CORRESPONDENT AND DAVID BUCHAN IN BRUSSELS

THE SIXTEEN NATO heads of state and government yesterday strongly underlined the continued need for nuclear weapons to ensure the Alliance to deter aggression.

In a detailed statement setting out Nato's position on conventional arms control, the Nato leaders said that the Soviet Union's military presence in Europe, at a level far in excess of its needs for self-defence, directly challenged Western security and hopes for changes in the political situation in Europe.

The statement echoed a vigorous appeal for a robust Alliance defence posture by Mrs Margaret Thatcher, the British Prime Minister.

While conceding that "the courageous reform policies" of Mr Mikhail Gorbachev, the Soviet leader, deserved the West's sup-

port, she said there was still a long way to go before the underlying nature of Soviet society was changed.

The apparent change of heart on the part of Moscow on some external issues such as Afghanistan, should not blind people to its unchanged aims in Europe, she said.

Moscow favoured the denuclearisation of Europe so that it could exploit its superiority in conventional arms for political ends "to intimidate and overawe some nations."

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The Soviet countries would continue to be threatened by Soviet

nuclear forces of varying ranges. Parity between Nato and the Warsaw Pact in conventional forces would bring about greater stability, but only nuclear weapons would present a potential aggressor with an unacceptable risk, a point also strongly underlined by President François Mitterrand of France.

A final compromise had still not been reached last night on the controversial issue of short range nuclear weapons stationed in Europe.

Mr Helmut Kohl, the West German Chancellor, went out of his way to emphasise that Bonn opposed the denuclearisation of Europe, a nuclear-free zone in Europe and the total abolition of battlefield nuclear weapons.

Both Mrs Thatcher and the statement stressed that the existence of a conventional arms imbalance in favour of the Warsaw Pact was not the only reason for the presence of nuclear weapons in Europe.

Honda and Austin Rover are now poised to complete their big

reaching collaboration with another major international car maker.

Austin Rover's new model programme has drawn heavily on Honda's engineering expertise. At the same time Austin Rover is producing cars for Honda in the UK while Honda reciprocates for Austin Rover in the Far East.

The arrangement allows Honda to increase its European market share without infringing import quota restrictions.

"We don't think that there will be any significant changes in the future relationship," Mr Iida said. "We have been discussing for 10 years what would be the most appropriate form of collaboration

for the two companies. We would continue discussing this with the new owner of the group."

The relationship with Austin Rover represented "a very important factor in our strategy for Europe."

Honda had been "soundly general" on its attitude to a privatisation of Austin Rover. On

the question of Honda taking an equity stake in Austin Rover or Rover Group Mr Iida said: "We have not discussed that question seriously yet. So far we have always said we would study it if such a question were to be raised concretely."

Honda and Austin Rover are now poised to complete their big

co-operation to date with the launch of their second 50/50 development venture.

Mr Iida said Austin Rover would be producing 30,000 to 40,000 of the cars a year. It will have 80 per cent European content and will therefore be excluded from any import quota restrictions.

Michael Smith adds: "Rae said last night that if it struck a deal with Rover shareholders would be invited to a meeting to vote on its approval."

The statement followed speculation that the company could avoid a meeting because the cash paid to fund the deal could be small in relation to Rae's size.

Some leading French food industrialists have recently voiced concern that domestic firms were defenceless.

Mr Antoine Riboud, chairman of France's largest food group, BSN, urged the French Government to take legal measures such as those which he said existed in Japan and West Germany to protect French

Staff write.

It ended on Tuesday with a three-hour meeting in London with King Hussein of Jordan. Our UN Correspondent adds: In a

Venezuela to finance smelter with debt equity swap

BY JOSEPH MANN IN CARACAS

VENEZUELA is to apply the largest single Latin American debt-equity swap on record to cover a major share of the \$624m to be invested in a new aluminium smelter, according to Mr Celestino Martinez, president of Alcasa, a Venezuelan aluminium producer that is one of the partners in the venture.

He wants to use this solid base to acquire and develop reserves in politically and economically safe countries, and has so far spent about \$300m acquiring stakes in the US. He has also invested in the Middle East, obtaining stakes in fields in Yemen and Syria. In the North Sea, Total recently acquired a 5 per cent stake in Sags, the Norwegian oil company. Given a chance to make a major acquisition, the company is ready to splash out up to \$1.5bn.

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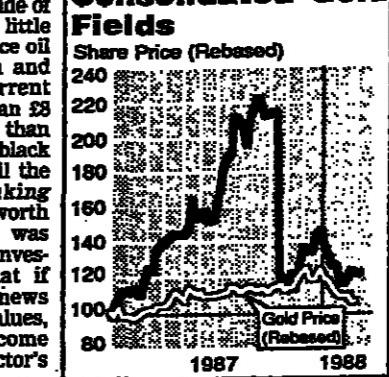
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THE LEX COLUMN

Opec's bleak mid-winter

Consolidated Gold Fields



Yesterday's fall in the Brent oil price to the uncomfortable side of \$14 is inflicting remarkably little pain on the shares of one of the most sensitive exploration and production sector. At current sterling oil prices of less than \$14 a barrel - slightly lower than the average price in the black summer of 1986 - nearly all the oil independents are making losses. Yet the sector is worth three times as much as it was at summer, as bid-happy investors perversely reason that if high oil prices are good news because they boost asset values, low prices are also welcome because they weaken the sector's dynamics.

The \$18 oil price average for 1988 on which the valuations of Alcasa and Tricentrol were based already looks too high. Both demand and supply are moving in the wrong direction: the mild winter has taken care of demand growth in the first quarter, while both non-Opec and Opec producers have agreed to build a smelting with new production capacity of 180,000 metric tonnes per year.

Alcasa will hold 30 per cent of the shares in the venture, to be called Alcasa, while Austria Metall will have 40 per cent and Pechiney 30 per cent.

The smelter, to be located in the Ciudad Guayana heavy industry centre, will use Pechiney technology for converting alumina into aluminium.

Alcasa is majority owned by the Venezuelan Government while Reynolds International of the US is a minority partner.

Under a debt-equity swap, a foreign investor can purchase Venezuelan Government debt at a discount on international markets and redeem the obligation at face value to cover part of an approved investment in the country.

The Government has foreign debt totalling around \$35bn, and established a debt-equity swap programme last year.

Details of the aluminium swap operation have not been made public, but the Government has said it will reduce foreign debt at 100 per cent of face value for this type of operation.

The Gulf countries must think very carefully about this issue," he said. "We must not find ourselves in a paradoxical system whereby, on the one hand, we try to maintain oil prices at a stable level to guarantee profits all round, and at the same time we think it is perfectly normal to undermine these efforts by flooding an already over-supplied market with new products."

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INTERNATIONAL APPOINTMENTS

IBM elects chairman for World Trade division

A NEW chairman of the board has been elected by International Business Machines, the world's largest computer manufacturer, for its IBM World Trade Europe, Middle East/Africa (EMEA) Corporation, which is responsible for IBM operations in 85 countries.

He is Mr C. Michael Armstrong, 49, an IBM senior vice-president who is also president of EMEA, president director general of IBM Europe, S.A., and a member of the IBM Corporate Management Board, all positions that he continues to hold.

Mr Armstrong succeeds Mr Kasper V. Cassani, 58, who will become president of the Data Processing Division in 1988. He was named in 1980 assistant group executive of the Data Processing Product Group, and recently elected as IBM joint vice-chairman. Mr. Cassani is chairman and president of IBM World Trade Corporation, a member of the IBM Management Committee and IBM Corporate Management Board, and review executive for worldwide marketing and services.

After joining IBM in 1961 as a systems engineer in Indianapolis,

Mr Armstrong held numerous marketing management positions

Europe last year.

Northern Telecom appoints World Trade unit president

NORTHERN Telecom, the Canadian telephone equipment group ranked as the fourth-largest in the world and 82 per cent controlled by Bell Canada Enterprises, has appointed Mr. Desmond F. Hudson as president of Northern Telecom World Trade.

This is a new organisation created to bring a sharper focus to the corporation's global growth opportunities. It comprises Northern Telecom Europe, Northern Communications (the recently announced subsidiary in France), and Northern Telecom Pacific.

Mr Hudson moved to Northern Telecom in 1977 from Bell Can-

ada. After holding positions in Northern Telecom Ltd.'s technology and market planning activities, he was made executive vice-president, business communications, at the Northern Telecom Inc. unit in the US. A promotion to president followed. A US post he has held since 1982. He will now be based at the group's Canadian headquarters in Mississauga, Ontario.

Mr. David G. Vice, president of Northern Telecom Ltd., commented: "Mr. Hudson's organisational leadership and accomplishments in the US during a period of unprecedented growth make him uniquely qualified to contribute to further strengthening the corporation's business outside North America."

Mr. Roy Hudson is replacing Mr. Hudson as president of Northern Telecom Inc.

He has served as a group vice-president, integrated net-

work systems, since 1984, based in North Carolina, with responsibility for switching, network

systems, and Cook Electric divi-

sion. He was instrumental in the introduction of several strate-

gically important products and in

developing the group's service organisation.

European subsidiaries director for Harris/3M

THE JOINT venture company Harris/3M, formed in 1986 by Harris Corporation, the US

Florida-based maker of communica-

tions equipment, and Minnesota Mining and Manufac-

turing (3M), the large US

industrial and consumer products

group, has promoted market-

ing director Mr. Thomas

Stenebring to the newly cre-

ated position of director, Euro-

pean subsidiaries.

Harris/3M is a worldwide sup-

plier of copying and facsimile

products, with subsidiaries in

every European country.

The managing directors of all

Harris/3M national operations

in Europe will now report to

Mr Stenebring.

Mr. Stenebring is Swedish and he began

his career with 3M in Sweden in

the company's office sys-

tems division. In 1981, he

moved to Brussels as manager

of copying products at 3M

Europe, and became European

marketing director of Harris/

3M on its formation.

The Harris/3M venture has

enjoyed rapid growth. As a

supplier of fax equipment, the

company has moved to fourth

place in Europe from 12th in

less than two years, while

increasing sales of copiers by

50 per cent.

New member for Arthur Andersen public review board

MRI TAROICHI Yoshida, president of the Foundation for Advanced Information and Research in Japan and adviser to the Industrial Bank of Japan, former president of the Asian Development Bank and former Vice-Minister of Finance for International Affairs, has joined Arthur Andersen's public review board.

Mr. Yoshida, 68, is a veteran banker and government official who began his career with the Japanese Ministry of Finance in 1944. He was named Secretary to the Minister of Finance in 1952. In 1956, he served on the staff of the IMF in Washington, D.C.

He became director of the small banks division of Japan's Banking Bureau in 1962, and 10 years later he was named director-general of the Banking Bureau. In 1976, he began a five-year term as president of the Asian Development Bank.

Mr. Yoshida's participation on the review board "broadens the composition of this oversight body in recognition of our growing practice in the Far East,"

ACA

CENTRAL LONDON

Salary £30,000 Age: 23-35

West End Practice requires a Manager/Senior to act as PA to Partner. Expansion has created a new portfolio of small and medium sized clients for which you will take full responsibility. You will be self-motivated with current professional experience. It is envisaged that the successful candidate will be made a partner after 12/18 months.

Please contact: David Patton on 01-734-4836, alternatively write to: Executive Search and Selection Division, Finance Recruitment, Grafton House, 2/3 Golden Square, London W1

FINANCIAL CONTROLLER

London SW19

REMUNERATION £25-30,000

We are Wine and Spirit merchants fully computerised and trading with Mail Order. Institutional and Export Divisions.

You are a mature, qualified accountant with sound commercial judgment willing to take a "hands on" approach.

Full C.V to C.R. Parker, Findlater Mackie Todd & Co. Ltd. Deer Park Road, Merton Abbey, London, SW19 3TU

Accountancy Appointments

A significant financial opportunity – Major British Blue Chip Multinational

Finance Director £50-£60K

plus expat package

Our client is a multi-billion, multinational British conglomerate, a recognised leader in its field, with an excellent reputation. The position is as Finance Director of a consumer subsidiary in Europe, with domestic sales of £120 million with significant exports; the role is very broad commercially, with involvement in procurement, manufacturing, marketing and sales, distribution, and export. Close liaison with the London holding company and reporting to tight timescales is of prime importance.

The salary range for a British expatriate is £50-60,000 with an appropriate expatriate benefits package including free accommodation and education assistance.

After two/three years of success in managing growth and developing the capability and contribution of the financial team, promotion is planned either to a larger country or to the London holding company, to "control" a number of countries. In the future, there may be general management opportunities.

If you are a results orientated achiever, appropriately qualified, and interested, please contact, in confidence:

Paddy Sandford-Johnson, Director, Canby Bowen & Associates Limited, Executive Search Consultants 14-16 Regent Street, London SW1 4PH Telephone: 01-839 2561, Facsimile: 01-925 2690

Project Accountant

Surrey

Age 25-30 package up to £30,000

Our client is a young, dynamic Group engaged in the manufacture and supply of high quality custom-made computer products. Already enjoying a phenomenal growth rate, the Group is committed to a policy of further expansion by acquisition.

The new position of Project Accountant will report to the Group Financial Controller. Key responsibilities will include the development and streamlining of financial systems throughout the Group, contributing to the preparation of Group accounts, analytical reviews, forecasting and a number of other ad hoc tasks.

Career plan
LIMITED

Personnel Consultants

Please apply to: Anthony Jones, Career Plan Ltd., 33 John's Mews, London, WC1N 2NS, tel: 01-242 5775 or 01-348 3641 between 7.30 pm and 9.30 pm.

DRESSER U.K.

DRESSER

European Auditor

Up to £23,000 plus car and benefits London

Dresser Industries, a \$3 billion company involved in manufacturing for the energy and construction industries, has seen its UK and European operations grow substantially through recent acquisitions, and is seeking to expand its European Audit department.

As one of a small team of financial auditors, your primary role will be to ensure effective and efficient control systems are maintained throughout operations in the UK and Europe. You may also find yourself involved in special projects and acquisition reviews which will require significant interaction with U.S. and UK management.

Because you will spend up to sixty percent of your time travelling, either alone or as part of a small team, you must be self-reliant and demonstrate initiative and resourcefulness. A mature and balanced sense of judgment, well-developed communication skills and persuasiveness are also essential.

Ideally candidates will be graduates aged in their mid-twenties, be qualified or part qualified accountants, with a number of years practical audit experience behind them. For those wishing to continue with their professional studies full assistance will be provided. Knowledge of French or

German will be a real advantage, although training will be provided for those presently without these skills.

Besides offering the opportunity for worldwide travel and broad international business experience, there is excellent promise for rapid advancement within the internal audit function as well as throughout the company.

Candidates should send a full CV, quoting reference MCS/1042 to Michael Madwick Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QJ

Price Waterhouse

SONY Broadcast

A unique opportunity in Internal Audit

£ negotiable + car Basingstoke

Sony Broadcast Ltd, part of the highly successful Sony Corporation, is engaged in the sales, distribution and engineering support of broadcast TV and professional audio products within Europe, Africa and the Middle East.

As a result of internal career development an opportunity has arisen for a qualified accountant to join the friendly team as an Internal Auditor.

Currently located in the business area of the town they are scheduled to relocate to a prestigious, purpose built development in the Basingstoke area, which should provide a first class working environment.

Reporting to the Managing Director, the position involves

occasional European travel, and carries the total responsibility for operational and financial audits, with an emphasis on business development.

A Chartered Accountant, with business and commercial acumen is sought for this position, rather than a technical auditor. The ability to relate to function heads and overseas branch managers and assist them improve their systems and procedures without coercion is essential.

Ideally aged around 30, the successful applicant will have gained at least 3 years post qualifying auditing experience in a multinational. Personal qualities of self-reliance, empathy and confidence will be required as well as highly developed

skills in oral and written communication. Experience in asset management would be an additional benefit.

An attractive salary will be offered, supplemented by a fully expensed quality car, health care and pension arrangements. The company is young and progressive and as a result is likely to appeal to candidates who are looking for a long term career.

If you meet our requirements please send a full CV detailing your current salary and quoting ref MCS/5096 to: Barrie Whitaker Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QJ

Price Waterhouse

Finance Manager (Major Region)

Pharmaceuticals

Our client, a household name and a publicly quoted Group, is a highly successful British based multi-national. Based in the UK, the person appointed will be a key member of the Region's management team and be responsible for financial and analytical support for their subsidiaries. This will also include business evaluation, performance monitoring and acquisition analysis. Considerable liaison will be necessary with senior management in the UK and with the subsidiaries which will involve travel within Europe. Candidates should be qualified accountants of graduate calibre, probably aged between 28 and 35, who have experience of working at senior level in finance in an international environment, ideally within the pharmaceutical industry. An outward-going personality is an essential requirement. This challenging position is a new appointment and has exceptional long term potential. If you are interested telephone Stuart Adamson FCA on Leeds 0532 451212 or send your CV to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Financial Controller

Woking

to £30,000
+ benefits

Hogg Robinson plc has experienced rapid and exciting growth in recent months. With an excellent reputation in the travel business, they are continuing to develop an integrated approach to consumer services with the expansion of property services and financial services. The freight business built around the Government Freight Agency also continues to expand.

In response to these developments, a new position has been created, reporting to the Group Finance Director. As Financial Controller, you will work closely with the Finance Directors of the operating divisions in reviewing strategic plans, budgets and acquisitions, monitoring performance and forecasts. This is a demanding role with a high profile around the Group.

You will be a qualified accountant, in your late twenties, with the desire to move into a proactive role. Experience will have been

gained within the service sector. Strong computer modelling skills are essential.

The excellent remuneration package, which includes a quality company car, reflects the importance of this senior position. Excellent prospects will ensure rapid career progression.

Please send full personal and career details in confidence to Alison Hawley, quoting reference 5100/FT on both envelope and letter.

**Deloitte
Haskins + Sells**

Management Consultancy Division

P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

ACCOUNTANT North West c£17,500 p.a. CLAIMS MANAGEMENT

Our client's Financial Management Centre provides a sophisticated, centralised accounting system for retail outlets throughout the country.

They are now looking for a qualified accountant with a sound commercial background, whose responsibilities will include:

- Overseeing the processing of claims on suppliers for returned goods.
- Accounting for recovery of credit from import suppliers.
- Liaising with buyers and providing them with business information.

You will have the drive and motivation to challenge existing working practices, and the opportunity to contribute to the development of new systems, and operate in a large company environment. Good management skills are essential for this position.

A qualified, or at least finalist accountant, you will be a persuasive communicator and will have the interpersonal skills necessary to liaise effectively with buyers, management and outside suppliers.

Rewards are excellent, including a salary c£17,500 for a fully qualified accountant, extensive range of company benefits and, of course, re-location expenses will be paid. Most importantly you will have the opportunity to develop your managerial skills and to progress within the company.

The People Partnership

To apply please send a full c.v. quoting ref. PP085 to:

M. O'Connor, The People Partnership,
Television House, Mount Street,
Manchester, M2 5WS.



Financial Accounting

SLAUGHTER AND MAY

Partnership neg. around £50,000

SLAUGHTER AND MAY is one of the leading law firms in the world.

If you are a candidate for this appointment, you will need to be aware that a schedule of changes to the structure of the Finance Department of this Firm is being phased in by the Finance Director. Existing senior personnel are closely co-operating with these changes in order to facilitate their personal retirement plans.

The person appointed to manage the Financial Accounting function will report to the Finance Director for all of SLAUGHTER AND MAY's historical accounting, ensuring compliance with accounting procedures, preparation of partner's working capital accounts and the partnership accounts as well as personally overseeing overseas branch accounting and consolidations and the day-to-day Treasury operations of the Partnership funds.

Candidates will be qualified accountants with experience in highly computerised accounting systems. Indeed, experience as the senior financial officer of a Partnership could be a distinct advantage, although senior accountants from industry or commerce will certainly be considered.

Please write, in absolute confidence, to Peter Willingham, quoting reference CA 84 at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



SPICERS EXECUTIVE SELECTION
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Salisbury District Council, Bourne Hill,
Salisbury, Wilts SP1 3UZ. (0722 336272,
Ext. 225) for an application form and
job description.
We will review applications
as they arrive.

This post leads a Section of 12 dealing with all aspects of financial management/accountancy and presently the Paymaster function (we need your input as to the future of this role with Community Charge re-organisation pending).

All financial systems (mainly LGS) are on-line to an in-department ICL 3960 mainframe. A series of major initiatives are beginning i.e. leisure, City Centre and new offices.

We seek a qualified accountant who is a manager and leader, a self-starter and prepared to contribute to the overall direction of the Department.

SALISBURY DISTRICT

Financial Controller

to £40,000 + car
full banking benefits
City

A leading international financial institution, our client is in the course of setting up a new regulatory and accounting section to be based in the existing City premises. They now require a financial accountant to plan an integral part in the work of establishing a new asset management company.

Initially, you would join a multi-disciplinary team engaged in strategic planning, revising working procedures and computer systems. You would

subsequently report to a senior Director, when you will be responsible for developing the full range of accounting and reporting services, working through your own team and with Group counterparts.

For this position we are seeking a qualified Management or Chartered Accountant, with at least 5 years experience of international investment markets and related regulatory and statutory reporting requirements.

Applications will be forwarded to our client, candidates must specify any organisation to which they would not wish their CV to be sent. Please respond with a comprehensive CV indicating present salary and quoting reference MCS/1041 to: Michael Madgwick Executive Selection Division Price Waterhouse Management Consultants No. 1, London Bridge London SE1 9QL.

Price Waterhouse



BUSINESS AND FINANCIAL REVIEW WORLD WIDE SCALE

Financial Services

One of the world's largest and most successful insurance groups is developing and enhancing its ambitious business operational and financial review function. Reporting directly to the US, this division is concerned with establishing and monitoring operational quality standards, undertaking financial and systems reviews, special projects and acquisition investigations on a worldwide basis.

Three professionals are currently sought to play central roles in this exciting venture.

Head of EDP and Systems Review

Neg £30K + executive car + bonus
You will take the non-US EDP and systems review department from inception through to operation, assuming total responsibility for the planning and implementation of review programmes covering a variety of systems and applications. Aged under 38, you should have at least two years' EDP audit experience gained from within the accountancy profession or a systems specialisation.



City

International Travel

Operational and Business Review

c£21K + bonus

Assuming project responsibility for a young professional team, you will ensure the provision of business input to the highest levels of Group management throughout the world. A qualified ACA, aged 24-26, you should have major company audit experience gained from within the profession, ideally with some exposure to the financial services sector.

All positions offer highly competitive salaries and bonuses, together with a range of benefits and the opportunity to travel throughout the company's international network, including the US.

Please write enclosing a full CV, quoting Ref. AII/03, to Ian R. Hetherington or Mark Norton at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Tel: 01-488 4114.

Financial and Operational Auditor

Neg Salary + benefits + bonus

Enjoy outstanding training and travel the world whilst making a significant contribution to the success of the operating companies. Aged 20-25, you will currently be studying for a recognised accountancy qualification with the expectation of qualifying in 1989/90. Excellent career development opportunities await the successful candidate. Substantial salary advancements will be based on exam results.

NEVIN MANAGEMENT ACCOUNTANT ELECTRONICS - SOUTH COAST SALARY CIRCA £20K + BENEFITS

The company is part of the Electronics Division of a successful and ambitious PLC based in the Midlands. After several years of profitable growth the exceptional opportunity now arises for a qualified accountant aged 28-36 to join the senior management team.

Reporting to the Managing Director this will initially be a 'hands on' role with emphasis on developing computerised financial and management systems. Costing experience would be a distinct advantage.

Benefits include those associated with a successful PLC. Relocation expenses will be paid where appropriate.

Please write with full career details to the Managing Director, Nevin Lonsdale Limited, Aysgarth Road, Waterlooville, Hants. PO7 7UG. All applications will be treated with the strictest confidence.

Outstanding Financial Manager c.£35K + car + benefits Early RD. Opportunity

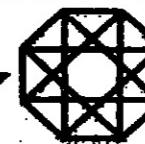
This must be the opportunity you've been waiting for if you're ambitious and commercially aware with a desire to get into a fast growing, hi-tech company.

As a member of a well known UK group of companies, which is heading for flotation within the year, our client is a major supplier of computer peripherals. Based M4 corridor, with current T/O £23 Mill. and growth of c£50% pa, they now need to recruit an exceptional Financial Manager to take them through this exciting period.

With autonomous responsibility for planning and all financial matters, you would also become a key member of the general management team. Your future here could hardly be brighter... a short and successful period as Financial Manager will lead to a Directorship.

If you're in your 30's, ACA, with a proven track record in industry good people management experience, and strong analytical skills - this opportunity is waiting for you. Please send your CV to Octagon Human Resources, Glen House, 200 Tottenham Court Road, London W1P 9LA.

Octagon Human Resources



Finance Director Surrey/Hants borders

£35,000 + car

+ share options

This new appointment arises due to continuing expansion in a group providing marketing services to a wide range of blue chip clients. A leader in its field, the group has tripled its sales over the last three years to a current turnover of c. £10 million.

Reporting to the Chairman, the Finance Director will be expected to improve the quality of financial advice provided to the other Directors and to guide the group through a flotation within the medium term.

Applicants, preferably in their thirties, should be qualified accountants with relevant experience in a similar size and type of business. Essential personal qualities are flexibility, commitment and the ability to understand marketing concepts.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref. 2894 to G.J. Perkins, Executive Selection Division.

Touche Ross

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

Small Department of Old Established Large Zurich Based Company requires services of a competent

TRUST MANAGER

Candidates should have practical business experience of Discretionary Trusts and other forms of Family Settlements. Confident personality and ability to handle individuals essential. Preferred age 25-40. Knowledge of German an advantage but not essential provided willing to learn. Excellent conditions and generous salary depending on experience offered.

Write with full particulars in confidence to Box No A0028, Financial Times, 10 Canaan Street, London EC4P 4BY.

PA to Finance Director

London

£35,000 + car + benefits

Our client is a large and successful PLC with diversified business interests in Europe and North America and worldwide sales in excess of £1,500 million. Retailing forms a major part of its activities and the group is well placed for further growth.

As PA to the Finance Director your role will be to assist on all aspects of the finance function, including the critical analysis of operating results and business plans, the provision of financial and management information to the Group Board and ad hoc projects on acquisitions, disinvestments and other work of a special nature. You will have a close working relationship with the group's professional advisers and senior management at head office and the operating subsidiaries. There will be some overseas travel.

Probably in your late 20s or early 30s, you will be a qualified accountant with a first class track record in one of the major international accounting firms and will now be a senior manager either within the profession or at the centre of a substantial group. This is a stepping stone position, with the opportunity of moving into a line role elsewhere within the Group in two or three years time. There is an excellent benefits package.

Please write in confidence to John Cameron, quoting reference CS79, at 84/86 Gray's Inn Road, London WC1X 8AE (telephone: 01-404 5971).

CAMERON · SIMPSON
Consultancy · Search · Selection

Senior Controller - Financial Senior Operational Role

c. £30,000 + car + bonus
Mid-Sussex

In the field of international transportation, our client has grown to take up a predominant position in its market place. To meet the increased demands brought about through this growth, a major re-structuring is now being undertaken to enable the finance function to better serve the group's requirements.

As a result a senior position has been created. Reporting directly to the Finance Director, you would be responsible for the accounting function of a £250 million transport operation. This will include full control of the cash management, monitoring of revenues

and costs and the development of systems. You will have total responsibility for the accounts department with Controllers for both Management and Financial Accounting reporting to you.

This offers an excellent opportunity for a qualified accountant to play an important role at the sharp end of a demanding operation. In addition to technical expertise you should also have a successful track record in a senior line finance role and the potential to progress.

Compensation will not be a limiting factor for the right candidate and will

Price Waterhouse



Take up the challenge



R·F·S INDUSTRIES

Group Finance Director to £32k + benefits

South Yorkshire

including car, bonus and substantial share options

Formed in 1987 by a management buyout during the privatisation of British Rail's engineering resources, RFS Industries Ltd. is already well established as a dynamic railway and heavy engineering company. The management team have exciting plans to expand the business through both organic growth and acquisitions. A public flotation is planned in the medium term.

The successful candidate, probably a Chartered Accountant, will be experienced at a senior level in a commercial environment, (preferably engineering) and will be looking for a challenging role at Group level.

Responsibilities will include overall control of Group financial matters including reporting standards, advising on acquisitions, handling the future flotation and liaison with external advisers and sources of finance. As a Main Board

member there will be full involvement in wider commercial decision making.

In addition to an attractive salary the comprehensive package includes a fully expensed quality car, profit related bonus, substantial share options, private health care and relocation assistance.

To apply, please write to Caroline Dunk with a brief career history, including details of current salary.

**Deloitte
Haskins + Sells**

Management Consultancy Division

Cloth Hall Court, Infirmary Street, Leeds, West Yorkshire LS1 2HT

Financial Controller

Birmingham

To £27,000 + 2.0 litre car + share scheme

The company is part of a successful division of an international Group and the market leader in its sector. Its turnover of £50m is generated from sales of high volume products, mainly into the UK market.

Following internal reorganisation, the company is seeking to appoint a Financial Controller to manage its finance function, and make a significant contribution to the total business as part of a multi-disciplinary management team.

Reporting to the General Manager, your role will be to interpret and advise on all financially related matters, ensuring strict financial control and reporting procedures are maintained. You will be expected to bring a progressive commercial approach to working capital control and the improvement of information

PA

PA Personnel Services

Executive Search · Selection · Psychometrics · Remuneration & Personnel Consultancy

6 Highfield Road, Edgbaston, Birmingham B15 3DJ.
Tel: 021-454 5791

An IBIS expert for...

Head of Management Information Systems to £45,000 package

Our client, the rapidly expanding London Branch of a substantial international Bank seeks to recruit a Head of Management Information Systems.

Managing a small team, you will develop and implement information systems strategy in order to provide the quality of service needed to satisfy the Bank's information requirements. The exposure which this development role will have throughout the Bank provides excellent career potential.

Candidates in their early 30s, with a degree or professional qualification, will have expertise in the structure and operation of the IBIS banking system gained either in a consultancy role, or within a bank. You should possess the necessary communications skills, and management potential to make a significant

impact on the overall efficiency of our client's operations. The attractive remuneration package will include a basic salary to £35,000 plus excellent banking benefits. Suitable qualified candidates should write, enclosing Curriculum Vitae and daytime telephone number to Barry Ollier BA, ACA, quoting ref: 212, at Whitehead Rice Ltd, 295 Regent St, London W1R 8JH. Tel: 01-637 8736.

Whitehead Rice

FINANCIAL MANAGEMENT SELECTION

CHIEF ACCOUNTANT

Major light engineering group

c. £28,000 + car

West Country

This profitable group has an international reputation in its specialist light/medium engineering field: some ten thousand employees across a number of subsidiary companies produce a turnover of approximately £400 million. The corporate finance activity is in the hands of a small group of talented specialists, with senior management in the mid thirties/mid forties age range; subsidiary companies have taken a similar approach to the appointment of Finance Directors, and the group is determined to encourage career movement across the entire finance function. One key position remains unfilled, that of Chief Accountant at the centre, reporting to the Group Finance Director. With the assistance of a small department, prime responsibilities are for overseeing accounting systems, principles and practice throughout the group and for the timely production of all statutory and management accounts. Ideal candidates will have had substantial experience within the corporate finance function of a multinational plc group and will be conversant with the highest standards of international practice and reporting requirements. They will be Chartered Accountants with a good knowledge of corporation tax and planning, and extensive experience of complex group consolidations. In recent years, the group's approach to external recruitment has placed great emphasis on talent, spark and potential: this exercise will be no exception. The unusually attractive fringe benefit package and the considerable scope for career development should attract the very best. Please send full career details to Joanne Cooling, quoting reference JC1409.

Samuel & Pearce Recruitment Ltd.

Recruitment Advertising
4/6 George Street, Richmond upon Thames, Surrey TW9 1JY

Cipfa Services Ltd

MANAGING DIRECTOR MANAGEMENT CONSULTANCY

LONDON

SALARY - c. £50,000

Due to the company's continued growth and widening range of financial and management services, the board wishes to appoint a managing director of its management consultancy division. The person appointed will be responsible to the Cipfa Services Ltd board for the division's overall management, development and profitability.

Ideally, candidates should be aged 35-45 and have:

- a good degree and/or professional qualification
- at least 10 years' experience gained in a professional consultancy environment or in a substantial service organisation. This experience should include several years at senior management level, embracing responsibility for business development.
- experience or knowledge of the public sector.

The person appointed will be a member of the Cipfa Services Ltd board and, as such, will be required to contribute to the corporate affairs of the company.

In addition to the normal fringe benefits attaching to a post of this seniority, the remuneration package will include the opportunity to participate in the equity of the company.

Applications, which will be treated in the strictest confidence, should enclose a CV and be addressed to Philip Sellers, Chairman (ref MD/MC), Cipfa Services Ltd, Heron House, 10 Dean Ferrar Street, London SW1H 0DX.

Cipfa Services Ltd



Financial Controller

c. £30,000 + car, bonus etc

Brentwood

Essex

Our client, a substantial national retailing organisation acknowledged as the market leader in its sector, wishes to recruit an able and technically minded accountant to this key appointment.

Reporting to the Assistant Managing Director and Finance Director, the successful applicant will be responsible for timely and accurate accounting and financial information and will supervise a staff of approximately 40 personnel.

This is an ideal opportunity for a

holiday. This vacancy offers a rare combination of growth and personal challenge along with career and salary prospects. Relocation expenses will be reimbursed if applicable.

Applicants interested should write enclosing a full CV and salary history, quoting reference MCS/7224 to: Michael R Andrews Executive Selection Division Price Waterhouse Management Consultants No. 1, London Bridge London SE1 9QJ.

Price Waterhouse



LEADING EDGE MANAGEMENT CONSULTANCY

FINANCE AND
ADMINISTRATION DIRECTOR

c.£35,000 + benefits - S.W. London

Management Horizons is Europe's leading management consultancy specialising in retail and consumer marketing, with many blue-chip clients. The company employs nearly 100 staff in pleasant offices about 10 miles from central London in Richmond, with subsidiaries in Paris and Frankfurt. The company is seeking to appoint an energetic qualified accountant to be responsible for the entire financial and administrative functions (accounting, MIS, office services, legal, investment etc.). Reporting to the Chief Executive, the successful candidate will have a key part to play both in ensuring adequate financial controls and also in developing the commercial strategy for growth and eventual flotation. Candidates will need to demonstrate experience in a well managed business in a marketing-led people-based environment. It is likely that the candidate will be roughly the same age as the rest of the Executive Board (35-45 years old) with proven communication skills and the ability to manage change in a dynamic environment. It is not a 9-5 culture: we think smart, work hard and have fun.

The basic salary will be supplemented by profit sharing, equity participation, executive car, non-contributory pension and health cover.

Please reply with full cv and a covering letter explaining why you are the right candidate for this particular opportunity to: Ian Clark, Director, Management Horizons (Holdings) Limited, 391 Richmond Road, Twickenham, Middlesex TW12 8F.

...the leading edge in retailing



Financial Controller

Hertfordshire

Our client, a £25m turnover, market leading manufacturer and distributor of specialist consumer products, is seeking to recruit a Financial Controller for its Head Office in Hertfordshire.

Reporting to the Group Financial Director, you will be joining the company at an important stage in its development. Your primary responsibility will be for the financial accounting function of the company, involving the management of fifteen staff in the day to day running of a complex financial operation.

Candidates will be qualified accountants with strong management experience and well developed inter-

personal skills. Age will not be a limiting factor, more importantly you will demonstrate a committed and organised approach.

Please apply in confidence enclosing your Curriculum Vitae and daytime telephone number, quoting ref: 211, to Philip Rice, MA, ACMA, Whitehead Rice, 295 Regent Street, London W1R 8JH. Tel: 01-637 8736.

Whitehead Rice

FINANCIAL MANAGEMENT SELECTION

Hoggett Bowers

Executive Search and Selection Consultants
BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR
A MEMBER OF BLUE ARROW PLC

Group Financial Director

Yorkshire, c.£30,000-£40,000, Equity Potential,
Very Attractive Additional Package

This established and highly successful £25m turnover group operating within the international chemicals arena, seeks to appoint a young 'fast track' Financial Director to join its entrepreneurial team. The business is undergoing tremendous expansion, both through organic and acquisition growth and a possible flotation is planned. As a crucial part of this strategy, a high calibre financial executive is required to oversee the group's financial functions, lead from the front and further promote the company's image and standing in the financial community. Aged in your 30's, with an impeccable technical pedigree and preferably a business related degree or MBA, you must display the drive, commitment, interpersonal skills and general management ability to operate effectively at group board level. Prospects are outstanding in this dynamic organisation both in terms of career development and personal financial opportunity.

Mrs. M.E. Scott, Hoggett Bowers plc, 7 Lisbon Square,
LEEDS, LS1 4LZ. 0532-448651. Ref. L17013/FT.

European Financial Controller

Scotland, Package c.£27,000, Quality Car

An outstanding opportunity for a first class accountant to secure the senior finance position within the European operations of this very progressive, globally represented US multinational Group. The product range is technologically advanced and continued investment in product innovation and development will maintain the company's strong market leadership position. As an integral member of a small but high powered executive team, the Financial Controller, reporting to the Managing Director - Europe will be responsible for all financial and MIS functions within the European organisation. Additionally you will provide extensive input toward the strategic management and development of the business and in this respect the interfacial relationship with the US parent is of paramount importance, overseas travel being involved. Candidates aged 28-35 will be graduate professionally qualified accountants with above average and rapidly developed academic and financial management track records, currently working in a senior management capacity in either the profession or industry. Maturity, diplomacy and commitment combined with persuasive communication and leadership skills will be vital factors in dictating the future rate of growth within this blue chip and tightly financially managed organisation.

K.H. Thompson, Hoggett Bowers plc, 4 Mosley Street,
NEWCASTLE-UPON-TYNE, NE1 1DE. 091-232 7455. Ref. N13058/FT.

Chief Accountant

Multi-Site Service Business
M40 Corridor, c.£25,000, Car

This very profitable company, current turnover £45m, is growing rapidly both organically and by acquisition. A subsidiary of one of Britain's most successful groups, its business forms a key element in the corporate strategic plan. Reporting to the Finance Director, you will be responsible for a large team of staff engaged in financial accounting, management accounting and credit control. Early priorities will be a reallocation of tasks following fundamental data processing system changes already in hand and improvements in credit management. A qualified accountant in your late 20's-early 40's, you must combine excellent technical accounting abilities with proven staff management skills. Ideally you will already be working in a multi-site service business in which many of the demands will be the same. The company has ambitious plans for development, so a challenging future is ensured.

S.P. Spindler, Hoggett Bowers plc, George V Place, 4 Thames Avenue,
WINDSOR, SL4 1QP. 0753-850851. Ref. W11046/FT.

Management Accountant

Aberdeen, c.£20,000, Outstanding Benefits Package

Internal career progression within this highly successful oil and gas exploration and production company has created the opportunity to join the finance team at a senior level. Responsible for the preparation and interpretation of financial and management accounting information, the successful applicant will liaise closely with both senior technical managers and joint venture partners. Candidates, qualified accountants (CA/ACMA/ACCA) aged 27-40, will already have proven experience of computerised management accounting and budgetary control systems ideally gained within a large scale industrial/commercial environment. Additionally you will be able to supervise effectively and possess the drive and maturity to establish sound relationships and make a positive contribution to the finance team. First class conditions of employment and an excellent benefits package include generous relocation assistance where appropriate. Prospects of further career advancement are excellent for the right individual.

D.G. Burdon, Hoggett Bowers plc, 29 St. Vincent Place,
GLASGOW, G1 2DT. 041-221 2585. Ref. G14036/FT.

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

Finance Director

Communications
Central London
c.£30,000 + car

Established by one of the leading international communications groups this is an exceptional opportunity for a young ambitious accountant to take a leading role in the planning, development and growth of an exciting new venture.

Growth will be both organic and through a planned series of acquisitions and joint ventures. The role will be to create appropriate systems and controls for the expanding group while working closely with the Managing

Director and the parent company on strategic planning issues and in setting performance measures.

This is an ideal opportunity for an accountant who has gained at least two years post-qualifying experience in a highly commercial environment. Experience of start-ups would be particularly useful but above all we are looking for a positive and clear-thinking individual; an exceptionally able communicator who can be 'hands-on'

without losing sight of strategic issues in a rapidly expanding and developing company.

Please write in confidence enclosing a full CV and salary details, quoting reference MCS/2010 to:

Christopher Bainton
Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London SE1 9QJ.

Price Waterhouse

FAST TRACK
ACCOUNTANT
FOR THE GLAMOUR SIDE OF THE
MOTOR INDUSTRY

Rural Northants

£20-25k + car

This opportunity has all the ingredients that will interest a financial professional who wants to work with a small team of enthusiasts, to be involved in every aspect of the business and who can handle the full range of accounting and administrative responsibilities.

The setting is rural Northamptonshire. The emphasis of the business is on specialist high-technology prototype components for the motor industry - some with a competition slant - plus research and development.

Your role will be to make a significant contribution to the next stage of the company's development. Your involvement will embrace all aspects of accounting from monthly accounts to strategic planning, from credit control to commercial negotiation. It will also encompass the total administrative function. There will be a small staff to assist you.

To blend successfully into this very special environment, you will need to be a qualified accountant, aged 28-35, with an outgoing personality, excellent communication skills, well-developed commercial acumen and obvious technical abilities. You will have been very successful in your career to date, preferably with experience in a small or medium-sized company.

If you feel that you want to work in a small but fast growing business where there is great challenge and opportunity, please contact Lawrence Barnett or Mary Walters at our Manchester Office quoting ref. no. B163



Eagle Buildings, 64 Cross Street,
Manchester M2 4JQ Tel: 061-834 0618
Trident House, 31-33 Dale Street,
Liverpool L2 2HF Tel: 051-236 9373

Financial Director

Engineering - North Devon
£20,000 + bonus + car

A Financial Director is sought for a precision engineering company whose products are used by major customers in the UK and Overseas. Turnover is in excess of £3m and increasing, and the company is profitable.

Reporting to the Managing Director, the Financial Director will be responsible for all aspects of finance, including ensuring strict budgetary control, capital project and acquisition appraisals, development of computer systems, etc. In addition the Financial Director will be involved in tendering and pricing policy.

Applicants must be fully-qualified accountants with experience in manufacturing groups with sophisticated financial systems. Basic salary will be at least £20,000 plus profit-related bonus. Other benefits include a fully-serviced car and relocation assistance where appropriate.

Please write in the first instance with a full CV to Brian Page, Director, Personnel Advertising Limited, 30 Farringdon Street, London EC4A 4EA. Please specify any companies to which your letter should be sent and quote reference GRS 759.

PERSONNEL
ADVERTISING
LIMITED

FINANCIAL CONTROLLER

We are looking for a dynamic qualified accountant with commercial flair to take on this challenging role for a young and growing plc in the specialised lighting sector.

The candidate will have gained experience in industry with an emphasis on systems and management reporting.

A strong personality and a hands-on approach are essential, as well as the ability to work well under pressure.

An excellent package with tremendous career prospects and a chance to work with an enlightened management team is available to the right person.

Please write with full CV to:

The Chairman
Hitech Lighting plc
Tower House
Lee Valley Trading Estate
Edmonton
London N16 5HR

COMPUTER AUDITOR
EXCELLENT SALARY PLUS
BANKING BENEFITS

We are a leading international investment house seeking to recruit a key member of our internal Audit team. The role will involve the review of systems during development stages, as well as existing systems, and addressing all aspects of Data Centre operations. Responsibilities will extend across locations in London, Frankfurt and Zurich.

As a successful candidate you will have trained with one of the major accountancy firms and have around one year's post-qualification experience in computer audit. You must be a self-motivated professional who has a flexible approach, strong personality and excellent communication skills.

Interested candidates should forward their curriculum vitae and covering letter to:

Box A082,
Financial Times,
London, EC4P 4BY.

SUCCESSFUL
JOB SEARCHARE YOU A SENIOR EXECUTIVE
SEEKING A NEW FINANCIAL APPOINTMENT?

We are the professionals who can advise and help you. Since 1980, Comsearch's executive clients have accessed unadvertised vacancies, obtained interviews, found the right jobs and reduced job search time. Contact us for an exploratory meeting. It is without charge and we will tell you if we can help and at what cost; it may be easier than you think. Enquiry enquire about our special service.

London: 32 Savile Row, London W1X 1AG. Tel: 01-734 3879 (24 hours).
Bristol: Maggs House, 78 Queens Road, Clifton BS8 9QX. Tel: 0272-226933.

Comsearch

Independent Auditor
Stockbroking

City

£40,000 plus car

Our client is a highly respected European bank with securities trading subsidiaries in the major world centres, including the City of London. As a matter of policy each securities company is to have an independent auditor reporting directly to the chief officer.

The Auditor will be expected to work both to an audit plan and on personal initiative covering day to day financial, trading and risk positions and adherence to budgets and forecasts. This requires a good knowledge of UK and international securities trading, financial instruments and treasury matters gained as an accountant in the industry, and, though the auditor is separated from compliance functions a grasp of prevailing regulations is an advantage. The majority of financial management and settlement services are run on a developing IBM38 system and the auditor will be expected to advise on the quality and structure of data outputs.

This position is in a small, professional and international team working closely at the centre of the Bank's affairs and candidates must be able to deal with senior management effectively and confidently. Age range is 35 plus and a professional accounting qualification is essential. Salary is negotiable, with car and other benefits. Please forward in complete confidence a full CV quoting reference LM600 with salary history to Terry Fuller, Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



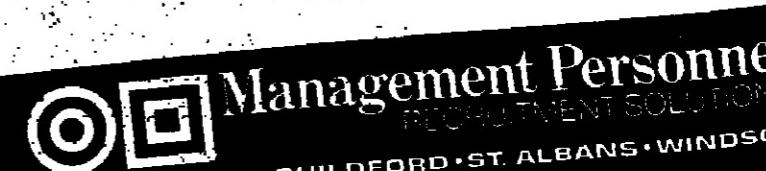
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

FINANCIAL CONTROLLER

Reading £25,000 + EE. Car + Share Option

A rapidly growing specialist computer manufacturer which commenced trading in 1986 following spin-out from a major UK Group. With blue chip backing the business development plans show profitable growth to a turnover of nearly £50 million within three years and a market listing is envisaged in the short term. Therefore a rare and exciting opportunity exists for a qualified accountant who would relish the challenge of getting in "on the ground floor" and implementing the management information systems, budgeting, forecasting, foreign exchange and statutory accounting and have the flexibility and enthusiasm to climb the ladder of success.

Please apply to Andrew Fowler or Brett Melbourne,
Accountancy Appointments,
51 High Street, Eton, Windsor SL4 6SH.
Telephone (0753) 854256 (24 hours).



LONDON • GUILDFORD • ST. ALBANS • WINDSOR

Acquisitions role within rapidly growing PLC... excellent career prospects

c£30k + bonus + car

Our client is a major public company with worldwide interests and a strong market position. Over the past 2/3 years the organisation has undergone radical change and strategic redirection with a concentration on their core businesses where there is significant growth potential.

Internal career development has created this need for a proactive, tough-minded qualified accountant, probably late 20's early 30's, ideally with experience of project appraisal, financial analysis or acquisitions.

After a short induction period in the company's headquarters you would be seconded for 2/3 years to a successful part of the group where you would work with the Chief Executive implementing acquisition strategy, trouble shooting and other ad-hoc investigations. There would also be an involvement with budgeting and management reporting. Success in this role should lead to promotion in 2/3 years time to either a corporate or line function.

Start salary likely to be c£30k + bonus, car, BUPA and pension. In addition to the opportunity to develop your career within a fast moving, profit orientated organisation.

Please send your c.v. quoting ref no 35073 to Phil Bambridge,
MSL International, Pilgrim House, 2/6 William Street, Windsor SL4 0BA.

MSL International

Office of the Parliamentary Ombudsman Director-Investigations

London - circa £27,000

Working completely independently of government, the Parliamentary Ombudsman (Parliamentary Commissioner for Administration) is responsible for investigating complaints against the administrative actions of central government departments and certain other public bodies. The current vacancy is for a Director who will have charge of the Division concerned with complaints about taxation and related matters, and will direct the work of 2 investigation units.

Much of the work will be related to the examination and review of evidence produced by investigating staff and the subsequent preparation of reports and recommendations for the Commissioner. In difficult cases, the Director will lead the investigation personally - interviewing complainants and senior officials.

The main qualities required are the ability to master quickly a great deal of detail and distil from it the facts essential to an understanding of the arguments for and against the complaint under investigation, the penetration necessary to see all aspects of a case and to make a fair and impartial judgement and the ability to condense and present facts and findings with clarity, both orally and in writing.

Candidates must be familiar with the machinery of British government and should have an understanding of, and a sympathetic interest in, the role of the Ombudsman. They must also have had substantial senior level experience which may have been gained in one of the professions or in central or local government or in industry or commerce. A qualification in public administration, law, accountancy or taxation would be an advantage.

Salary, starting at £26,290, rises to £29,740. This London-based appointment will be for a period of 3 years initially, and could be on secondment terms.

For further details and an application form (to be returned by 25 March 1988) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours).

Please quote ref: G75/02. The Civil Service is an equal opportunity employer.

Manager - Corporate Finance Advisory Services

Bristol

Deloitte Corporate Finance department in Bristol is extending its services to provide an independent financial advisory service to corporate clients in the West of England. The new role will be to advise and assist clients in both fund raising and financial advice, preparing financial structures, defining suitable finance, identifying financiers and negotiating terms and arrangements.

The successful candidate will work closely with, and report to the Corporate Finance partner in Bristol, will be someone with the ambition, drive and personality to make a major contribution to the practice by developing these services.

Ideally, the successful candidate will be aged late 20s to early 30s, educated to degree level and also possess a professional qualification. A number of years experience within the Corporate Finance department of a financial institution is required. A background in an organisation with a regional network, and a marketing flair would be ideal.

Salary will be negotiable and the candidate should be of the calibre to be admired to partnership in the foreseeable future.

Applications will be dealt with in the strictest of confidence and should be addressed with a full C.V. to Mrs Fiona Robertson quoting Reference SEL/CFD/004, at the address below.

**Deloitte
Haskins + Sells**

Bull Wharf, Redcliff Street, Bristol BS8 7TR

MANAGEMENT ACCOUNTANT

Middlesex

Our client, a privately-owned company, turnover £12m in the home improvement market, is poised for substantial growth.

They seek a confident and qualified Management Accountant who is experienced in manufacturing, has a strong interest in computer applications and is capable of managing a sophisticated computer software package now being implemented. Good communication skills and the ability to initiate and manage change are essential.

Reporting to the Financial Controller, the appointee will be part of the Senior Management team.

An excellent remuneration package is offered including a fully expensed car, pension scheme, life and private health insurance and assistance with relocation.

**3i Consultants Ltd.
Human Resources**

Excellent Salary + Car

For further details and an application form please telephone Windsor (0753) 857175 (24 hour service) or write in confidence to Peter A. Page, Senior Consultant, Human Resources, 3i Consultants Limited, 8 High Street, Windsor, Berks SL4 1LD, quoting ref: PP/724.

A WEALTH OF EXPERIENCE

Finance Manager

Our client, the international trading arm of a major pharmaceutical Group, has a turnover in excess of £100m. and employs around 1250 people in over 70 countries. It has achieved rapid growth by a successful combination of assertive marketing and professional management including the imaginative use of information technology. As a result of a promotion there is now an opportunity for a high calibre Finance Manager to join this vibrant team.

The responsibilities of the successful candidate will include statutory and management reporting, financial review and analysis of major projects and liaison with the Group Financial Directorate particularly concerning foreign exchange policy. The position will report to the Managing Director.

The scope for personal development within the Group is excellent. Candidates will be qualified accountants, probably aged early 40's who, in addition to their technical excellence, can show an outward looking and active approach to finance ideally gained in a competitive international environment. You must also be prepared to travel overseas on a frequent basis. In return an excellent remuneration package is offered.

Please write - in confidence - enclosing full details including current salary to Nigel Bates, FCA, ref. B.34023.

MSL International (UK) Ltd.
92 Grosvenor Gardens, London SW1W 0AW.
Offices in Europe, the Americas, Australia and Asia Pacific.

**LLL
MSL International**

CHIEF ACCOUNTANT

circa £28k Package + car + benefits

Leeds

Burton Retail is one of the largest divisions of Britain's most successful retail business with some 600 menswear fashion outlets.

Due to the continuing success and expansion of our division an exciting new opportunity now exists for a senior manager to join our finance function in Leeds, responsible to the Financial Controller.

We are looking for a seasoned professional whose prime responsibility will be the day-to-day running of the Finance Department with the emphasis being on the management of 120 professional and clerical staff. Other responsibilities will include the development of financial controls, reporting systems and the provision of management information together with the on-going requirement to prepare both the monthly and annual accounts.

Candidates for this position must be qualified accountants but more importantly must be able to demonstrate the personal qualities and strengths required to operate at this level, notably communications, leadership and motivation skills appropriate to the management of a large team.

Career opportunities within Burton are exceptional and it is envisaged that the individual appointed will progress to a senior level within the Group.

If you wish to apply for this key post, please send details of your education, experience and current salary to:

**John Parr, Personnel Manager, Burton Retail,
Hudson Road, Leeds LS9 7DN.**

Relocation assistance will be provided where appropriate.

BURTON

HEAD OF INTERNAL AUDIT

West Midlands

Package up to c. £27k + Car

Our Client is a strongly performing and expanding British-owned international manufacturing group with sales of £500m.

The group is deliberately decentralised but has at the centre a small number of professional specialists, which include a group internal audit team. A senior experienced and qualified accountant, probably under 45, is sought to lead this team.

The major responsibilities of the job will include working with the group's businesses and their external auditors to ensure the highest standards of professional auditing, and carrying out key investigations, including acquisitions.

Candidates, male or female, must combine industrial experience as a Finance Director, Controller, Chief Accountant or Senior Auditor, with all-round business flair and man-management skills.

Overall salary package, including bonus, up to about £27k plus fully expensed car, non-contributory pension and health insurance - Relocation expenses if appropriate. There are good prospects for further career development in the group.

Please apply in confidence to Tony Mary, Bull Thompson & Associates Limited, Edgbaston House, 3 Duchess Place, Edgbaston, Birmingham, B16 5NH.

**Bull
Thompson**

CORPORATE AND RECRUITMENT CONSULTANTS

Accounting Professionals New York

We are Seidman & Seidman/BDO, the fastest growing accounting firm in the U.S. with forty-six offices nationwide. Seidman & Seidman/BDO is the U.K. member firm of Binder, Dijker, Otte & Co., and Binder Hamlin is the U.K. member firm. Exceptional growth in our New York office has created opportunities for Public Accountants qualified within the past 24 months. The successful candidates will have training and experience at a leading firm of chartered accountants.

Initially we are offering a minimum of two years employment. Employment will be conditional upon successful obtaining of an H-1 Visa. There are opportunities for permanent residency sponsorship beyond the two year period.

We offer a high compensation package based on the New York market, relocation assistance and guidance with Visa rules, regulations and requirements. Please forward your C.V. to: Robert A. Gaida - Partner, Human Resources Department, Seidman & Seidman/BDO, 15 Columbus Circle, New York, N.Y. 10023, USA.

**Seidman
&
Seidman** BDO

FINANCIAL CONTROLLER/ COMPANY SECRETARY WITH DIRECTOR POTENTIAL

The Company - Construction/Development Group, based in the South West. The Rewards - Salary circa £25,000 p.a. plus car, pension and medical insurance and relocation expenses.

This medium sized Group engaged in construction and property development needs an ambitious qualified accountant to play a vital role in the senior management team. The person appointed will be aged 35-50 years, with a sound track record and several years' experience of the construction industry and the ability to communicate effectively at all levels.

In the first instance, please send full c.v. or telephone for an application form to:

**Ray Few
Building Advisory Service
18 Mansfield Street
London W1M 9FG
Tel: 01-636 2862**

SPECIALIST RECRUITMENT CONSULTANTS
TO THE CONSTRUCTION INDUSTRY
based

**CYNGOR SIR
GWYNEDD
COUNTY COUNCIL**
County Treasurer

(Second Advertisement)
Salary Package c.£38,000

The Council is seeking to fill this Chief Officer post by August 1988 on the retirement of the present County Treasurer. As the Chief Officer of the Finance Department the Treasurer is responsible for giving financial advice to the County Council and he is generally responsible for the management of the Council's finances.

The Treasurer will be expected to contribute to the corporate management of the County Council through the Chief Officer's Management Team.

Applicants should be qualified accountants, CIPFA, or ICA. They should have proven management ability in a large and complex organisation.

Ability to communicate in Welsh and English essential. Car allowance and assisted purchase facilities available. Financial assistance towards and resettlement expenses in appropriate cases.

Closing Date: 28th March, 1988.

Application forms and further particulars available from the County Personnel Officer, County Offices, Caernarfon, LL55 1SH, Tel (0286) 41221 ext 2678.

IPP

FINANCIAL RECRUITMENT CONSULTANTS

CHIEF ACCOUNTANT (N. EUROPE) £35,000 WC1
Leading Publishing Company offers a challenging position encompassing all Financial Management Accounting functions as well as staff development. Ideal candidate 3 years Qualified ACA. Self starting, problem solving ability based in London reporting to the Financial Director. Terrific long term prospects.

NEWLY QUALIFIED CITY ENIG
Recently Qualified ACA's are being sought urgently by this very large multi-national Company. You should have qualified at your first attempt and preferably have had some experience in Tax. If this is the case, then a very competitive salary package is offered, together with excellent career potential.

SYSTEMS AUDITORS £26,000 + BENEFITS CITY
Expanding UK Company seeks Qualified ACA with previous Computer Audit experience. Duties will include: involvement with systems development, communication reviews as well as general Computer Audit work. There is sufficient flexibility so that work can be tailored to meet individual training/development needs.

OPERATIONAL AUDIT MANAGER £32,000 + CITY
Rapidly expanding blue chip company, seeks an experienced Audit Manager, to take responsibility for planning and implementing audit projects, selecting high calibre staff and presentation of findings and recommendations. Reporting directly to the Operational Audit Controller, the role will involve a very high level of Senior Management contact. Applicants 30-35 years old, qualified ACA/ACCA with some depth of post qualification experience in the profession.

For an informal talk on these posts and the prospects on offer please contact: Andrew, Nicola or Mark on 01 929 5858 or 283 1555.
Information Processing People
133 Middlesex St. Bishopsgate E.C.1.

FINANCE DIRECTOR

Pel Limited a privately owned West Midlands Furniture Manufacturer employing 250 people, with a turnover of £8 million per annum.

A Finance Director is to be appointed to take control of all financial matters, with the key tasks being to improve management information systems and being an important contributing member of a small board of Executive Directors.

Applicants must already have experience of running a finance department in a manufacturing environment where product variety is vast and financial resources tightly controlled.

Salary is negotiable and fringe benefits include a company car and medical insurance.

Prospects are excellent in terms of financial rewards according to the success of the business.

Reply to: M. M. Meredith, Pel Limited

Road End Road, Oldbury, Warley
West Midlands B69 4HN

NEWLY OR RECENTLY QUALIFIED ACCOUNTANT

S.W. LONDON c.£20,000 + Car + Benefits

This fast growing private group of companies, with turnover in excess of £120 million, has plans to obtain a full listing in the near future. As a result of its continuing expansion, both organically and by acquisition, a vacancy has arisen for an energetic young accountant. The position will be based at the Head Office and responsibilities will include group financial and management accounting, acquisition investigations and other ad hoc tasks.

Suitable candidates will be newly or recently qualified ACAs in their mid-twenties seeking their first move from the profession.

For further details please send a CV and salary history in strictest confidence to:

Box A0831, Financial Times,
10 Cannon Street, London EC4P 4BY



SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Thursday March 3 1988

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INTERNATIONAL

BOC to sell US carbon graphite units for \$240m

BY CLAY HARRIS IN LONDON

BOC Group, the UK-based industrial gases producer, is to sell its US carbon graphite operations to Showa Denko, the Japanese chemical company, and to a consortium led by a BOC director.

BOC announced the sales yesterday after concluding that the US Justice Department was preparing to block an anti-trust deal grounds a previously agreed deal between Horsehead Industries, a private US company.

The disposals price the business at their net book value of \$240m, although BOC's decision to provide loan and equity capital to the buy-out consortium will limit its immediate proceeds to \$170m.

The transaction will give Showa a US production base for graphite electrodes, which are used in electric-arc steel furnaces. It continues the recent overseas buying spree by Japanese industrial companies.

The new deals come more than seven months after BOC sold it would sell its electrode plants to Horsehead for \$180m. Yesterday's disposals involve two additional facilities.

Although the US authorities have not announced a decision, they are believed to be focused solely on competition in the domestic market, in which BOC and Horsehead together account for about half of sales of graphite

electrodes.

BOC had argued that anti-trust regulators should consider the world market where Union Carbide, the US chemical company, is the dominant producer.

Showa is paying \$100m for BOC's most modern electrode plant in South Carolina.

The consortium will pay \$160m for two older factories in Pennsylvania and New York, as well as a Texas plant producing raw material for the electrodes; and a Kentucky operation making calcium carbides, which are used as a fertiliser feedstock and in acetylene production.

Ian Rodger in Tokyo writes:

Showa already exports a considerable proportion of its Japanese electrode output, but the rise in the yen has made those exports uneconomic.

In 1986, the strong yen and its effect on electricity prices prompted Showa to withdraw from aluminium smelting in Japan. Extraordinary charges the year amounted to Yen 1.2bn (\$12m) at current exchange rates.

However, buoyant domestic demand for petrochemical products fuelled a strong recovery last year, when sales were up 17.7 per cent to Yen 15.6bn and pre-tax profits soared 71 per cent to Yen 1.5bn.

Woolworth increases earnings to \$251m

BY RODERICK ORRIS IN NEW YORK

E.W. WOOLWORTH, the US retailer which has engineered a substantial revival of its fortunes over the past five years, has reported a further increase in profits and sales.

The improvement came in its specialist and West German stores while the performance of its US and Canadian general merchandise stores declined.

Net profits for the fourth quarter ended January 30 rose 12 per cent to \$181m or 32 a share, from \$172m or \$17.7 a year earlier. Sales grew by 10 per cent to \$2.22bn from \$2.01bn.

Full-year net advanced 17 per cent to \$251m or \$3.81 a share, from \$214m or \$3.25, on sales ahead at \$7.13bn against \$6.5bn.

Operating profits of Woolworth stores in the US slipped to \$55m in the year from \$66m a year earlier, while those of Canadian stores dropped to \$62m from \$70m. The West German unit boosted profits to \$73m from \$52m, although part of the higher profits and sales above reflected favourable translation into dollars as the US currency declined.

Wal-Mart Stores, the third largest US retailer, has reported further sharp growth in profits and sales, thanks in part to the opening of 176 new stores during the year ended January 31.

Fourth-quarter net profits rose 34 per cent to \$247.1m or 44 cents a share, from \$184.2m or 32 cents on sales ahead of 30 per cent to \$2.1bn from \$1.83bn.

Full-year net grew by 36 per cent to \$927.1m or \$1.11 a share, from \$650.1m or 75 cents a year earlier, on sales ahead by 34 per cent, to \$15.93bn from \$11.91bn.

Excluding the new stores, sales rose 5 per cent in the quarter and 11 per cent in the year.

Shareholders' return on equity was 37 per cent against 35 per cent a year ago.

James Buchan in New York looks at the latest case of a chief executive abandoning retirement

Spoor returns to lead the fray at Pillsbury

BY CLIVE WOLMAN IN LONDON

A NEW KIND of management succession is catching on in US boardrooms. A strong and influential chief executive picks his successor and retires. A year or two passes. Things go badly. The directors get restive and recall the old man, grumbling, but eager from the golf-links of Florida or the Wyoming trout streams. His protege quits or is fired.

In the past two years, this drama has been played out, with variations, at BankAmerica, J. Walter Thompson and Bechtel. On Monday, it received its definitive performance at a Florida hotel where the directors of Pillsbury, the big Minneapolis food group, held a board meeting.

During the meeting, Mr John Stamford, 51, quit the group he had headed as chairman for just three years. He is replaced, for the moment, by Mr William Spoor, who is 65 and ran the company with an iron grip for 13 years before Mr Stamford.

Pillsbury is still buzzing with the boardroom coup. Investment analysts say the directors were alarmed that the venerable company might fall prey to a take-over or buy-out unless management came to grips with its problems and raised its earnings and stock price.

"They had to make the change

to ensure the independence of the company," says Mr John McMillan, an analyst at Prudential-Bache.

These analysts say that Mr Stamford was simply not up to the job of running a \$8bn company



and lacked the experience to reverse Pillsbury's loss of market share in its restaurant division, above all at Burger King in Miami, which is being left behind by McDonald's.

However, nobody is putting all the blame on Mr Stamford. The company he inherited was so mired in Mr Spoor's autocratic, sometimes arbitrary style that it became skittish at lighter handling. Pillsbury lacked the depth of management to support Mr Stamford's collegiate approach.

Wall Street is saying Mr Spoor should have known this when he joined his previous four-year stint.

When Mr Spoor took over as chief executive in 1973, Pillsbury was still predominantly the grain merchandiser and flour-miller it

had been for a century, although it already owned Burger King.

Mr Spoor, the son of a flour salesman who has only ever worked at Pillsbury, turned the solid grain concern into a big-league food company with acquisitions in frozen and packaged foods and restaurants, including the Steak & Ale and Godfather's Pizza chains.

Mr Spoor hoped to balance out Pillsbury's mature flour and dough businesses by following the American public out of their kitchens and into restaurants.

Mr Spoor's ferocious legend is legendary. Mr Steven Carnes, who used to work at Pillsbury handling investor relations, says that one day in 1978 he hid when Mr Spoor came raging down the staircase.

"The stock was falling every day," said Mr Carnes, now a broker at the Minneapolis firm, Piper Jaffray. "I heard him yell, 'Get me sending the stock down, so I just dove under the desk.'

In 1979, Mr Spoor bought the Green Giant vegetable company and, with it, Mr Stamford, a good-looking Yale man and former Marine who had done well in advertising.

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TOPS LIMITED

(Incorporated with limited liability in the Cayman Islands)

U.S. \$200,000,000

Floating Rate Trust Obligation Participation Securities due 1988

Secured by a Charge on U.S. \$200,000,000 7 per cent Notes due 1988 issued by

The Kingdom of Denmark

For the three months 1st March, 1988 to 1st June, 1988 the securities will carry an interest rate of 6.94% per annum with a coupon amount of U.S. \$177.29 per 10,000 denomination and U.S. \$4,432.29 per 250,000 denomination, payable on 1st June, 1988.

Listed on the Luxembourg Stock Exchange

Bankers Trust Company, London

Agent Bank

Mortgage Capital Trust I**U.S. \$52,600,000**

Collateralized Mortgage Obligations, Series A, Class A-1

For the period 1st March, 1988 to 1st June, 1988, the Bonds will carry an interest rate of 7.475% per annum with an interest amount of U.S. \$15.67 per U.S. \$1,000 Bond (an "Individual Bond"), payable on 1st June, 1988.

The principal amount of the Bonds outstanding is expected to be 83.86726975% of the original principal amount of the Bonds, or U.S. \$838,67269 per U.S. \$1,000 original principal amount.

Bankers Trust Company, London

Agent Bank

US\$125,000,000**First Chicago Corporation**

Floating Rate Subordinated Capital Notes Due December 1996

Notice is hereby given that the Rate of Interest has been fixed at 7% and that the interest payable on the relevant Interest Payment Date, June 3, 1988 against Coupon No. 6 in respect of US\$100,000 nominal of the Notes will be US\$1,788.89.

March 3, 1988, London
By Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK

Framatome raises stakes in Télémécanique battle

By PAUL BETTS IN PARIS

FRAMATOME, THE French nuclear power plant construction group 40 per cent owned by Compagnie Générale d'Électricité (CGE), yesterday sweetened its bid for Télémécanique to FF15,800 a share, valuing the French factory automation company at FF19,130m (SL5bn).

Framatome's latest offer tops the FF15,500 a share bid from Schneider, the French industrial group, which launched a hostile raid on Télémécanique a few weeks ago.

It has the backing of Télémécanique's board. However, Schneider said yesterday that it had increased its stake in Télémécanique from 12 per cent to 24.5 per cent, buying 205,000 Télémécanique shares for about FF11,130m on the open market.

Framatome's latest bid involves 710,000 Télémécanique shares, or 45.1 per cent of the embattled company's capital. But Framatome can also count on an additional 10 to 12 per cent block held by the company's management and employees.

Moreover, Framatome has acquired, for FF150m, a 9 per cent block of Télémécanique shares from Cofitel, a holding company set up by Télémécanique to defend itself from hostile takeovers.

The Cofitel shares were frozen by the French courts after Schneider filed suit to block this holding.

Framatome has taken action to unfreeze the 145,000 shares it acquired from Cofitel.

Under French takeover rules, Schneider must now make an offer of at least FF16,000 a share, or 5 per cent higher than the latest Framatome bid, if it intends to pursue the battle.

Télémécanique is expected to report profits slightly over FF1300m on sales of about FF130m for 1987.

The management and employees of Télémécanique, which has a workforce of about 12,700, have openly sided with the nuclear power plant construction group, staging a series of demonstrations in Paris and the provinces.

Yesterday, for the first time in the company's 64-year history, Télémécanique employees went on a general strike with the backing of their management to protest against the Schneider takeover raid.

More than 100 employees also demonstrated outside the Paris offices with slogans expelling the virtues of Framatome and their opposition to Schneider.

For the year ended 31 December 1987, Framatome reported a profit before tax of FF1,130m (SL1.3bn) and a net profit of FF1,000m (SL1.0bn). Total assets were FF15,800m (SL5bn).

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Bankers Trust Company, London

Agent Bank

Banesto prepares bid defence

By OUR MADRID CORRESPONDENT

SHARES IN BANCO ESPAÑOL DE CRÉDITO (Banesto), Spain's second biggest bank, remained suspended on all four of the country's main stock exchanges yesterday while it prepared an apparently rushed defence of its vast industrial holdings.

This week the bank is expected to offer a mixture of its shares and cash for control of five investment trusts which it controls industrial companies. Shares in the trusts - Fintisa, Patriza, Carisca, Invatasa and Rentisa - were suspended on Monday.

The trusts - limited by law in how much stock they can hold in any entity - trade narrowly and are very closely held.

There was no clear explanation, though, of why Banesto, which has equity interests in

about 800 industrial companies, should have acted with such apparent haste.

By including shares in the offer for the trusts, Mr Mario Conde, Banesto's new chairman, could ensure that more of the bank's equity was placed in "safe" hands. Late last year Banesto successfully fought off a takeover bid by Banco de Bilbao.

Mr Conde, appointed chairman after the takeover attempt, has said he wants to tighten Banesto's control of its industrial holdings to prevent them falling into hostile hands.

For the year ended 31 December 1987, Banesto reported a profit before tax of FF1,130m (SL1.3bn). Advances rose by 15.6 per cent to FF137.3bn.

SBCI, the bank's international investment banking arm, lost money last year as a result of the stock market crash, running-in costs in the Far East and goodwill写入.

Its balance sheet expanded by 6.1 per cent to FF116.2bn. Advances rose by 15.6 per cent to FF137.3bn.

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SBCI, the bank's international investment banking arm, lost money last year as a result

INTL. COMPANIES AND FINANCE

CRA pays more after record result

BY BRUCE JACQUES IN SYDNEY

IMPROVED METAL prices and some judicious accounting changes helped CRA, the big Australian mining group, to achieve record earnings in 1987. The company, an affiliate of the London-based RTZ group, lifted after-tax profit by 88 per cent from A\$138.2m to A\$321.1m (US\$166.9m), and the annual dividend has been raised from 13 cents to 19 cents a share.

The result reflected a boom second half, which saw earnings of just over A\$200m, as the company moved to take full toll of higher prices for aluminium, gold and copper and finally got its traditional lead-zinc operations at Broken Hill back into the black.

The result after extraordinary was even more impressive, especially when compared with the previous year, when CRA recorded a disastrous A\$173m foreign exchange loss, taking its bottom line more than A\$12m into the red. In the latest year, the company received A\$81.8m on the disposal of assets and, with asset write-backs, this took available earnings to A\$322.7m.

The latest result was also boosted by an exchange gain of A\$27.4m, which CRA has included as trading income under new accounting conventions. The company also added A\$8.1m to its earnings through a change in valuing inventories and a further A\$17.8m through a change in treatment of withholding tax. The result also included a A\$2.5m equity accounted contribution compared with A\$4.5m previously.

A breakdown of the results showed that the best contributions came from the company's interests in the Comalco aluminium operation, up from A\$11.2m to A\$112m, and Bougainville copper, up from A\$37.7m to A\$68.1m.

The full-year loss from Broken Hill-based lead, zinc and silver operations was reduced from A\$66.4m to A\$17.8m, while the group's impressive diamond operations continued their contribution to A\$24.2m.

But coal remained a trouble spot, with earnings nearly halving to A\$18.4m, and reduced demand from Japanese steel

plants saw the Hamersley iron ore operation drop its contribution from A\$11.8m to A\$4.2m. The directors singled out improved industrial relations as a major factor in the overall improvement. They said a new industrial agreement at Hamersley had reduced the workforce, eliminated many inefficient work practices and lifted productivity.

This, taken with higher iron ore sales negotiated with customers, was expected to lift Hamersley's performance in the current year.

Similarly, productivity gains were achieved at Broken Hill,

helping CRA to cut overall staff numbers by 5 per cent in the year.

The company maintained a large capital investment programme, spending A\$36m. This was funded by divestments of just over A\$200m, a rise from A\$6m to A\$10.9m in cash generation and equity raisings of A\$17.6m. The strong year allowed debt to be reduced by A\$26m to A\$1.97bn, reducing financing charges in A\$302.9m compared with A\$352m. Depreciation charges were reduced by asset write-downs, particularly in coal and lead-zinc-silver operations.

While acknowledging that

Buyers in sight for Petrocorp

BY DAVID HAYWARD IN WELLINGTON

THE NEW ZEALAND Government expects to replace British Gas with a new buyer for Petrocorp, its energy group, within 36 hours, Mr David Lange, the Prime Minister, said yesterday.

The most likely candidate is Fletcher Challenge, which already has Commerce Commission approval for the move and, equally as important, also has the financial resources to meet the NZ\$300m (US\$556m) purchase price.

Next in line would be Brierley Investments, which already owns 15 per cent of Petrocorp and is desperately anxious to avoid the Government's 70 per cent as part of its long-term strategy to dominate New Zealand's gas and oil industry.

An earlier application by Brierley was rejected by the Commerce Commission because the acquisition would give it a virtual monopoly of the North Island gas industry.

Shell yesterday also publicly declared its interest in obtaining a 40 per cent stake in Petrocorp in a joint offer with the local oil company, Todd Petroleum.

Shell suggested to the Government that, because Petrocorp enjoys such a dominant position

in energy, it would not be appropriate to sell the company to one single buyer.

The Australian-based Edible Oil also earlier declared its interest in a joint deal with New Zealand Forest Products, but had to pull out when the Government gave a 28-hour deadline for bids.

British Gas has made it clear it wants its offer of NZ\$11.75 a share to remain on the table.

Mr Richard Preble, the State Enterprises Minister, hinted that another overseas buyer was also a possibility.

But there were growing reports yesterday that one reason for the Government pulling out of the agreement with British Gas was because it feared a revolt from many of its own back-benchers.

Another NZ broker fails

ANOTHER New Zealand stockbroking firm, Finch Webster and Nathan, has ceased trading, following the October share market crash, David Hayward reports from Wellington.

This is the ninth broking firm to have stopped trading since October, although one of them

has subsequently resumed operating.

Finch Webster and Nathan is one of Wellington's oldest brokers, having been established more than 60 years ago. It says it will meet all its obligations to clients and creditors.

Strong exports boost South Korean profits

BY MAGGIE FORD IN SEOUL

SOUTH KOREA'S top listed companies boosted sales by an average of 16 per cent and net profits by 34 per cent last year on the back of a boom in exports.

The star performer was Hyundai Motor, where increased exports of cars to the US market boosted turnover by 49 per cent to 2,540bn Won (\$3.3bn) and net profits to W60bn, a rise of 56 per cent.

Electronics companies also had an exceptional year, with Sam-

sung Electronics reporting a 26 per cent rise in turnover to W2,500bn and a 33 per cent rise in net profit to W42bn. Goldstar's turnover rose 43 per cent with net profits up 30 per cent at W27bn. Daewoo Electronics reported a 30 per cent rise in turnover to W500bn and a 21 per cent rise in net profit to W5bn.

The rise in company profitability has come despite a 9 per cent appreciation of the South Korean currency against the US dollar and a rash of labour strikes last year which resulted in increases in wages of up to 20 per cent.

Analysts believe that companies can absorb the costs of an appreciation rate of between 10 and 15 per cent in the won through very high capacity use and economies of scale. Along with localising production of previously imported parts, experts also raise prices in a year without notable effect on sales volume. This year, with the won expected to appreciate by 20 per cent, profitability is expected to decline.

The electronics industry, where between 60 and 70 per cent of production is exported, is expected to boost sales this year but may suffer a reduction in profit growth due to the rise of the currency.

In the case of Samsung Semiconductor and Telecommunications, where turnover last year was boosted by 47 per cent to W500bn, resulting in a 48 per cent rise in net profit to W15bn, the company's 1988 result is likely to be hit by the \$80m penalty imposed in the US last year for violation of patent rights belonging to Texas Instruments.

The South Korean textile industry, hard hit by increased labour costs in the clothing sector and high raw material costs for synthetics, nevertheless showed good results, with only Dongyang Nylon reporting a Won. Exports were up 38 per cent in 1987, per cent rise in turnover to and an expected boost in domestic demand this year may balance lower at W8bn. Yukong, the oil refinery and petrochemical pro-

ducer, by contrast, boosted net profit by 26 per cent to W5bn on a slight reduction in turnover.

The outlook for construction and trading companies, which are likely to be involved in new moves to trade with China, looks better than for some years, analysts believe. Daewoo, whose share price has risen substantially in recent weeks, boosted net profit by 18 per cent last year to W38bn, the best performance in the group.

Construction companies are expecting foreign orders to jump from \$1.7bn to more than \$3bn this year, signalling the end of a seven-year recession in the industry following the decline in Middle East orders. Development of the south-west region of South Korea, in preparation for trade with China, is also likely to boost orders this year.

Most of those construction companies not subject to government rationalisation managed to make a small profit last year, with Hyundai Engineering and Construction registering a 7 per cent fall in turnover to W1.75bn and net profit of W22bn, down 17 per cent.

South Korean companies are continuing to try to improve quality and high value added production to compensate for wage rises, expected to be in the 10 per cent to 15 per cent range this year, and the appreciation of the won.

In the case of Samsung Steel,

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Laura Raun and Tim Dickson on a Dutch-Belgian banking alliance

A long engagement in prospect

WHEN GENERALE de Banque's forerunner was founded in 1822, it was on a Royal charter granted by King William I of the Netherlands, the man known in history books as the "merchant king". So the fact that Belgium's biggest bank should last month have announced an ambitious new alliance with Amsterdam-Rotterdam Bank (Amro) is obviously rich in sentimental significance.

The planned tie-up, however, which many believe will ultimately lead to a full-scale merger, has been inspired by much more than a desire by Générale de Banque to return to its Netherlandish roots.

By world standards, for example, Amro and Générale de Banque are only medium-sized institutions. According to analysts, they may be too small to compete in markets where financial strength or unique expertise are considered increasingly essential tools for survival.

Other cross border bank alliances, it is said, are sure to follow as the 1992 deadline for a European Community without frontiers creeps closer and as the globalisation of world banking gathers pace.

A separate issue, meanwhile, is the significance of the proposed deal for Belgium at a time when Mr Carlo De Benedetti, the Italian businessman, is embroiled in a bitter battle for Société Générale de Belgique, Générale de Banque's "parent" company.

The terms of the Amro/Générale de Banque deal provide for

the two sides to exchange 9.9 per cent of their share capital, with the ultimate goal of forming a multinational banking group in three years' time. The exchanged capital will be placed in a jointly owned holding company and can be raised to 25.1 per cent through the exercise of warrants, thus opening the way for a full merger.

Together the two banks would build a balance sheet total of \$11.6bn. Amro being slightly the larger with \$6.4bn, and Générale de Banque with \$5.7bn. The combined unit would rank Number One in Benelux, sixth in Europe and 18th in the world.

As universal banks, they both offer a wide range of services from retail banking to commercial leasing, with Amro stronger in merchant banking and Générale de Banque's forte in asset management.

Ambitious plans

The ambitious plans raise plenty of questions about whether bigger will necessarily be better and how easily the two camps will in practice be able to integrate their operations.

"The description of a long engagement leading to a full merger is probably pretty accurate," one analyst noted this week, implying that there could be a few fits and discoveries of incompatibility along the way.

Differences of emphasis were already evident from the state-

ments issued in Brussels and Amsterdam on the day that the deal was revealed, when Mr Roelof Nelissen, chairman of Amro, spoke of a full merger within three years while Count Eric de Villegas de Clercamps, chairman of Générale de Banque, and his board colleagues preferred to talk of an "alliance".

The Belgians' caution perhaps reflects the strong sensitivities aroused by the "foreign" take-over ambitions for Société Générale de M. De Benedetti, as well as the strong underlying tensions between Belgium's Francophone and Flemish (Dutch speaking) communities. "We had a problem," admits one bank insider. "We were very concerned that it should not be presented as a Flemish takeover of the French speaking part of the country."

Mr Xavier Malou, a director of Générale de Banque, insists: "There may be a different emphasis but the will on both sides is the same. This will go very far. It is amazing how enthusiastic everyone is."

The actual structure of the alliance, however, is crucial to its success, according to Mr Joseph Kraut, vice-president of Kemper and Co, a Dutch brokerage firm. "They will derive real synergy only if they are fully integrated into one operating unit like Royal Dutch/Shell or Unilever."

Amro and Générale de Banque will retain separate identities and operating independence in the

Benelux area in order to preserve their leading positions and their customers' loyalty. Abroad, however, they plan to consolidate their activities under a single name, as yet undecided.

In South America, Australia and the Far East the two have a presence in many of the same cities and it is here that the test of their determination to merge and trim staff will first be seen.

Need to streamline

Neither bank is particularly profitable by international standards, they rank 75th and 76th in the world's top 100 banks, according to IBCA Banking Analysis, the London-based consultancy. Both need to streamline employment, increase automation and grow faster abroad, especially in high margin services, in order to offset stagnation at home.

Finally, there is the timing of the deal, so soon after Mr De Benedetti had launched his unwelcome assault on Société Générale de Belgique. La Générale is a 13.4 per cent direct shareholder in Générale de Banque and speaks for about the same again indirectly.

Its influence, however, has always been fairly remote and the bank has always tended to steer an independent course. While the date of the announcement was undoubtedly influenced by the Italian's attention, negotiations with Amro had been going on for at least a year and close links between the two groups stretch back to the 1950s.

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UK COMPANY NEWS

COMPOSITE INSURERS WELL AHEAD DESPITE COSTS OF HURRICANE

CU hits £170m after 43% advance

BY NICK BUNKE

Commercial Union has decisively cast aside its image as the weakest British composite insurer with a 40 per cent surge in pre-tax profits to £170.1m.

In the UK, CU managed to make a pure underwriting profit of £15m in spite of the October hurricane, the worst weather disaster ever to strike the British insurance industry, it said yesterday.

CU was heavily reinsured and, as a result, suffered a net hurricane-related loss of only £15m. But it also benefited from the British domestic market's strong trading performance, which was driven by several years of increases in premium rates. It made a pure underwriting profit of 26.2m on industrial fire premiums of 27.2m.

"The UK non-life market was still well-disciplined," CU said, with no signs of rate cutting except on marine and aviation

But the group is planning an April 1 a premium rate increase of only about four per cent on private motor policies, a sign that the steep motor insurance price rises of the last few years are starting to slacken off.

CU's shares closed up 3p at 339p, after climbing at one point to 345p, partly on the strength of a bigger than expected dividend increase. It has recommended a final of 9.75p for a total of 16p, up 22 per cent on the 1986 figure.

Total premiums grew three per cent to £2.84bn in the 12 months to December 31. After tax profits were up 33 per cent at £10.6m, while earnings per share rose 32 per cent to 26.37p.

Another strong point in the figures was that more than half of CU's earnings now come from life assurance, which contributed 230m to the pre-tax figure. The stream of earnings from life business is generally far more stable than that from non-life insurance.

See Lex

Only the US - now about 20 per cent of CU's non-life business - remained a significant drag on the group's results. CU has cut back there after suffering heavy losses in the early to mid 1980s, when it pursued a widely-criticised strategy of expanding rapidly during a price war.

Its US property/casualty insurance operations incurred underwriting losses of 25m, down from £13m in 1986 but still making up more than half the worldwide losses of £132.8m.

CU is relaxed, however, about its possible exposure to claims from companies found liable for the cleanup of hazardous waste products dumped in the US.

"As far as we are aware, pollution is not a problem with us," said Mr Tony Broad, group chief executive. Though he did not rule out the possibility that some pollution claims might have been received by claim staff in Boston.



Mr Sandy Marshall, chairman of CU.

Parrish blames crash for likely deficit

By Philip Coggan

THE after-effects of the stock market crash have caused severe problems for Parrish, one of the UK's two independently quoted stockbroking groups. The company announced yesterday that pre-tax losses of £1.68m are likely for the year to end-January 1988, including a £1.1m provision for doubtful debts, and it will not be paying a final dividend.

Parrish is accordingly raising £4.9m via a rights issue to cover the losses and to provide a firmer capital base for the company's future development.

Because Parrish's principal activity is agency broking, it was the decline in stock market turnover from the end of October onwards that affected profits, rather than the fall in share prices itself.

The problem was compounded by the extra expenditure Parrish had incurred in reorganising the group following a series of broker acquisitions last year. At the mid-year, pre-tax profits were £29.8m and analysts were forecasting £31m for the full year; the outturn is likely to have been trading losses of around £30.9m.

Losses in other overseas territories were collectively down from £1.3m to £7.7m, with Australia showing an overall improvement despite a poor fourth quarter.

Mr Buchan Marshall warned, however, that while these favourable trends might continue in 1988, the actual pace of improvement could not be expected to be at the rate seen last year.

See Lex

Mr Marshall is satisfied that it could not have foreseen that the clients would have problems.

Their dealings were consistent with their normal pattern of trading," said Mr Keith Hughe, chairman.

Mr Hughe and Mr Peter Bainbridge, managing director, said that they were determined not to panic over the losses. They intend to hire more private client brokers and to offer new services in an attempt to increase Parrish's market share; however, the rights document does warn that revenues are currently insufficient to cover costs and losses are likely to continue unless there is a substantial revenue increase.

The two-for-five rights issue at 25p has been underwritten by County NatWest, except for those shares which are being taken up by directors and Australian clients. Specified Securities' Parrish's shares fall 30p yesterday to 25.5p.

Earnings were worked through at 2.5p (2.25p) after tax of £36.000 (7.75m), and the interim dividend is being lifted from an adjusted 0.625p to 0.7p. During the period improved demand in the construction market was offset to some degree by the very wet summer and autumn.

Elsewhere, civil engineering activities showed an improvement and orders were currently up on those of the previous year. However, competitive pressures were still having an influence on margins.

Building contracting and plant hire achieved satisfactory results. Private housing in the east Midlands performed well and the distribution operations, enlarged via the acquisition in January of J.H.S. Builders' Merchants, made a satisfactory contribution and now represented an important part of Galliford's activities.

Profitability of the Singapore interests was improving and Mr Galliford expected a modest contribution for the full year.

Global Group

Global Group, USM-quoted meat and meat products concern, raised its first half turnover by 16 per cent to £23.5m and its profits by 28 per cent to £277,000 at the pre-tax level.

Earnings for the period to November 30 1987 improved to 3.1p (2.6p). The interim dividend is a same again 1.25p.

Group turnover in the latest period fell from £10.64m to £10.53m.

An unchanged interim dividend of 1p per 25p share is to be paid on earnings per share of 0.9p (0.4p). The directors intend to recommend a similar final dividend.

Lawtex profits fall further due to computer side

A further fall in profits at Lawtex is attributed by the company to problems in its specialist computer systems operations.

The taxable result in the twenty-six weeks to December 12 1987 fell 68 per cent from £163,500 to £21,100.

Main activities are the manufacture of clothing and umbrellas, but the company also provides computer and engineering products and services to apparel and associated industries.

The directors said a major factor in the computer area's problems was related to the acquisition of Cambridge Data, a London-based business in a similar area of activity, which had proved costly. Action to remedy the situation was under way.

Group turnover in the latest period fell from £10.64m to £10.53m.

An unchanged interim dividend of 1p per 25p share is to be paid on earnings per share of 0.9p (0.4p). The directors intend to recommend a similar final dividend.

Mount Charlotte rises to £29m

BY DOMINIQUE JACKSON

Mount Charlotte Investments, the UK's second largest hotelier, yesterday announced pre-tax profits up 56 per cent from £18.6m to £29m in the year to end-December 1987.

Turnover rose 44 per cent from £54.9m to £93.4m, while earnings per share rose to 8.2p (5.9p) after tax of 25.49m (23.7m).

The results included contributions from two large acquisitions: the London Park Hotel group purchased last April for £28m and three hotels bought in July from International Leisure Group for £10m.

Mr Robert Peel, managing director, said that notwithstanding acquisitions, organic growth had been about 20 per cent.

The profits included slightly more than 2m of exceptional items, raised from the disposal of a stake in fellow hotelier Queens Moat which Mount Charlotte acquired in 1986 and resold in early 1987. Mr Peel said:

He said the group was on target to meet all forecasts in the current year.

hotels owned and managed by the group, Mount Charlotte is the country's second largest domestic hotelier.

Mr Peel said the group had managed to boost margins to about 35 per cent and hoped to see further improvement in 1988.

At the end of 1987, Mount Charlotte purchased two Scottish hotels from the Landlords Group and a string of eight hotels in the north of England through its wholly-owned subsidiary, Castle Ross Hotels. These acquisitions were not reflected in the year-end results, Mr Peel said.

Occupancy rates had been high with a minimum of 70 per cent in the provinces, accounting for half of Mount Charlotte's rooms and more than 94 per cent in London where the remaining 1,500 rooms were situated, Mr Peel added.

He said the group was on target to meet all forecasts in the current year.

Comment

The English Tourist Board has forecast a 20,000 hotel room shortage by 1992 and Mount Charlotte is enviable placed to cash in on the visitor boom with its 50-50 split between London and the provinces. Mr Peel runs a tight ship and his vigilant management is reflected in the 56 per cent profit growth. Earnings, however, rose by only 20 per cent, diluted by August's issue of 5m shares to purchase the three ILG hotels. Nevertheless, the balance sheet looks strong with net asset value up to about 205p per share. Most of the properties are freehold or long lease, keeping depreciation right down. Gearing is estimated at about 20 per cent and cash flow is healthy so an imminent acquisition could be on the cards. Forecasts of £40m for 1988 give a prospective multiple of about 13, which compares Mount Charlotte favourably with others in its sector, including Trusthouse and Queen's Moat.

SA share sale boosts profit of Gold Fields to £182.7m

BY KENNETH GOODING, MINING CORRESPONDENT

SHARPLY increased profits from trading in its mining share portfolio and record results from the ARC construction materials subsidiary boosted Consolidated Gold Fields' taxable profit for the half-year to December 31 1987 by 87 per cent, from £97.5m to £182.7m.

Mr Rudolph Agnew, the chairman and chief executive, reported yesterday that the second half had started well and the competitive position of the group "is strong and improving".

In line with the board's policy of seeking sustainable real dividend growth, the interim dividend is lifted by 5.3 per cent from 9.5p to 10p a share and shareholders again have the opportunity to elect to receive new ordinary shares in place of cash.

The results were in line with many analysts' expectations and the Gold Fields shares closed only 2p up at \$20.50 last night.

Operating profit from share trading rose from £8.1m to £10.6m and included this year's £1.8m of profit on the sale of a 10 per cent stake in Gold Fields of South Africa.

ARC's operating profit increased from £41.2m to £57.5m and Mr Agnew said the company was benefiting from £150-200m of acquisitions and investment designed to lower costs and lift production.

ARC's markets were likely to remain buoyant well into the future.

Mining profits fell from £70.1m to £62.5m in the half-year, principally because of a reduction in the share of profit from Newmont Mining, a US mining company. The reduction arose from the interest charge on the increased borrowing to pay a special dividend of \$3.8m a Newmont share.

Gold Fields had been able to increase its shareholding in Newmont by 23.6 per cent to more than 49 per cent - much earlier than would otherwise have been possible and Newmont had the largest published gold reserves in North America.

Mr Agnew pointed out that the group's US subsidiary, Gold Fields Mining Corporation, was now producing gold at an annual rate of 350,000 ounces with cash costs of \$130 an ounce. These were among the lowest in the world.

Gold Fields of South Africa owned four of the six lowest-cost mines in that country and with a



Rudolph Agnew: the competitive position of the group "is strong and improving".

Mr Agnew explained that the cash cost of less than \$150 an ounce.

That compares with yesterday's London price of about \$430 an ounce. Mr Agnew said Gold Fields had budgeted for an average price below \$400 in the current financial year.

Mr Agnew said the gold price had been under tremendous pressure - particularly from gold loans which had flooded the market with about 2m ounces in recent weeks - but "as the transient pressures on the market subside, the gold price may well increase again in response to the fundamental problems of the US balance of payments and an unsupportable level of international debt".

Gold Fields turnover in the half-year rose from £55.7m to £61.9m. Interest charges were up from £1.7m to £2.1m and the net profit improved from £52.9m or 38.5p a share to £53.1m or 38.7p a share.

See Lex

Jebsons loss cut sharply

Jebsons Drilling showed improved results for 1987, cutting its loss before tax to £12.2m from £27.8m. There was no exceptional depreciation this time compared with £27m previously.

There was also no tax charge (£7.8m) or minority debts (£7.2m). An extraordinary credit of £2.6m compared with 1986 debts of £200,000. Loss per share was cut from 35p to 30p.

Revised proposals for the restructuring and refinancing of

ESI assets show fall

Over the 12 months ended January this year, the net asset value of English & Scottish Investors had fallen by 8.8 per cent, from £32.3p to £29.5p.

Earnings in the year rose from 1.65p to 2.05p, and the final dividend is 1.15p for a total of 1.7p (1.55p).

Total revenue came to £3.62m (£3.8m).

Over the 12 months ended January this year, the net asset value of English & Scottish Investors had fallen by 8.8 per cent, from £32.3p to £29.5p.

The directors are holding the year's dividend at 2.5p per share, with an unchanged final of 1.5p. Earnings were 4.6p (1.15p).

Insteam improves in second half but drops overall

The second half at Insteam, USM-quoted computer applications specialist, showed an improvement over the first and the directors expressed confidence for a continued recovery.

There was an improvement in

Medminster up 30% half-way

Medminster, chaired by Mr John Delaney, yesterday reported a 30 per cent increase in profits to £49.6m pre-tax for the six months ended December 31 1987.

The interim dividend is being stepped up to 3.5p (2.7p) and a scrip issue on a two-for-one basis is also proposed. Earnings rose to £16.3m (10.12p). Turnover pushed ahead from £5.32m to £7.68m.

Medminster's main interests are in furniture hire and freight forwarding, but it recently moved into discotheques and light shows via the acquisition of Bradford Entertainment and Leisure.

The directors said a major factor in the computer area's problems was related to the acquisition of Cambridge Data, a London-based business in a similar area of activity, which had proved costly. Action to remedy the situation was under way.

Group turnover in the latest period fell from £10.64m to £10.53m.

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Mount Charlotte rises to £29m

BY DOMINIQUE JACKSON

Mount Charlotte Investments, the UK's second largest hotelier, yesterday announced pre-tax profits up 56 per cent from £18

UK COMPANY NEWS

Logica in \$45m US expansion

By TERRY DODSWORTH

Logica, the UK's largest computer software company, moved yesterday to consolidate its position in the North American market with an agreed \$45m (£25.4m) bid for Data Architects (DAD), Boston-based specialist in banking and telecommunications products.

The deal, greeted with caution in the City, where Logica's shares fell 32p to 261p, will increase the group's overseas turnover from about 47 per cent of the total to 60 per cent. It follows a worldwide trend towards rationalisation in the software and computer systems industry. Logica intends to finance the

acquisition with a 2-for-9 rights issue of just over 11m shares at 236p each to raise £26m. It expects to add slightly to its cash balance as a result of the deal.

Logica already has about £10m cash in its balance sheet, and expects to bring in a further £5.8m from DAD.

Logica is already broadly spread geographically in comparison with many other leading software companies, with offices in 13 countries. But Mr Philip Hughes, chairman, said yesterday that it made sense to expand in the US, for a number of reasons - it was the world's largest market, it was generally the most advanced technically, and many

of Logica's clients were international companies which wanted service in North America.

DAD conversely needed a broader overseas network of offices to distribute its products.

The acquisition will strengthen Logica's business in the financial and telecommunications sectors. Although DAD is highly dependent on one client, New York Life Insurance, which provided 39 per cent of its company's sales in 1987, it has an international position in software to run funds transfer systems for the large multinational banks.

Mr Hughes said that the acquisition, priced at around 15 times

DAD's historic earnings, was in line with present industry valuations. He added that Logica expected there would be virtually no dilution in earnings, although some City analysts argued that this was an over-optimistic view partly because of a higher tax charge on US earnings.

DAD made a profit of \$22.3m in sales of \$54.7m for the year to November - an increase of 42 per cent on 1986. Logica, which has recovered strongly over the last two years after running into serious financial problems three years ago, achieved pre-tax profits of \$5.4m in the six months to last December, a growth of 29 per cent over the previous year.

UK Paper gets £108m market valuation

By MAGGIE URRY

UK Paper, which was the subject of a £28m management buy-out from Bowater Industries in September 1986, is coming to the market valued at £107.5m.

It is the largest producer of high quality printing papers in the UK, with an annual capacity of 300,000 tonnes, although it gave up its position as the biggest paper producer in the country when it sold one site to David S Smith two weeks ago.

UK Paper now has three manufacturing sites - at Donside in

Scotland, and two in Kent - and owns William Guppy, a paper merchant with seven branches.

The offer of 29,477,944 shares, 37 per cent of the issued capital, is priced at 135p a share. Of these shares about 8.5m are new ones raising £10m for the company. The prospectus will be published on Friday.

Pre-tax profits on a pro-forma basis were £13.8m in the year to December 31 1987. On a notional 35 per cent tax charge the his-

toric p/e ratio is 10.7. The net dividend would have been 5p a share in 1987 giving a gross yield at the offer price of 5.1 per cent.

UK Paper has a chequered profit record, making losses in the years immediately prior to the buy-out with a sharp recovery since. Over the past six years £50m has been invested in upgrading and modernising the facilities, and a large part of the workforce has been made redundant.

The merchant bank to the issue is Schroders, the stockbroker is James Capel.

Family feud finishes as Tyzacks tie up

By NIKKI TAIT

A CENTURY of family feuding was buried yesterday as W A Tyzack, the engineering company, announced that it was buying Tyzack Turner Limited, the Sheffield-based product and component manufacturing subsidiary of Tyzack Turner Group, for £2.5m.

The presence of new management and shareholders at both parent companies appears to have achieved a marriage which years of previous merger talk failed to cement.

The emergence of the two quoted Sheffield-based precision engineers, W A Tyzack and Tyzack Turner, stemmed from a family split last century. The two companies were close geographically - about two miles apart -

and both had similar operations, manufacturing engineering components. But despite various discussions during the past 15 years - the last time in late 1986 - the two companies could never agree terms for a merger.

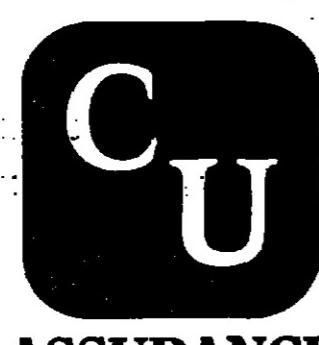
Since the beginning of 1987, key shareholdings have been built up and new management has arrived at both companies. W A Tyzack is now chaired by Mr Bill Eastwood, the former managing director of chicken producer J B Eastwood which ended up with Hillsdown Holdings after being sold to Imperial Group at the end of the last decade. At Tyzack Turner Group, ex-Hanson acquisitions manager, Mr John Newman, and former stockbroker, Mr Nick Shipp, have moved in as directors and substantial

shareholders.

Tyzack Turner Group has like W A Tyzack - embarked on a number of acquisitions under the new regime. However, the interests involved in yesterday's deal basically represent pre-1987 business of the quoted Tyzack Turner company - and range from the manufacture of agricultural plough blades to machine knives and hand tools. In the year to December 26 1987, it made pre-tax profits of £287,000 on turnover of £8.7m. Net assets are around £1.85m. Sales from complementary interests at W A Tyzack are around £10m.

To fund the deal, W A Tyzack is paying £1m cash together with a vendor placing of 1.5m new shares at 10p. Yesterday, Tyzack Turner Group is planning to change its name at its next annual meeting.

And, happily, years of confusion look set to end - Tyzack Turner Group is planning to change its name at its next annual meeting.



UNAUDITED TWELVE MONTHS' REVIEW

ASSURANCE Pre-tax profit up 43% to £170m

★ Dividend increase for the year of 23% to 16.00p per share.

★ Non-life profit increased to £79.5m, mainly due to an excellent result from the United Kingdom and continuing improvement in the United States.

★ Life profits grew to £90.6m, which accounted for over 50% of pre-tax profits.

★ Shareholders' funds amounted to £1,143m at 31 December and the solvency ratio was 57%.

MAIN FEATURES OF RESULTS

	1987 Unaudited £m	1986 Audited £m
Total premium income	2,845.3	2,765.9
Life profits	90.6	88.2
Non-life operating profit	79.5	30.9
Operating profit before taxation	170.1	119.1
Taxation and minorities	(60.5)	(36.4)
Operating profit after taxation	109.6	82.7
Realised investment gains	32.6	77.2
Profit attributable to shareholders	142.2	159.9
Shareholders' funds	1,143	1,428
Earnings per share - operating profit	26.37p	20.05p
Dividend per ordinary share	16.00p	13.00p
Operating profit before taxation	£m	£m
United Kingdom	137.5	100.3
North America - United States	(3.5)	(23.0)
- Canada	7.6	6.2
Continental Europe - Netherlands	42.5	50.1
- Other territories	10.9	13.1
Overseas	15.5	13.2
Interest on central borrowings - external	(16.6)	(22.3)
- intra-group	(23.8)	(18.5)
	170.1	119.1

The Board is proposing to offer shareholders the choice of receiving fully paid ordinary shares, rather than cash, in respect of all or part of the final dividend of 9.75p per share, which is due to be paid on 17 May 1988. The total cost of dividends, including preference dividends, for 1987 amounts to £67.0m (1986 £53.7m).

This announcement does not constitute full group accounts for the year. Copies of the full group accounts, which have not yet been reported on by the auditors, will be circulated to shareholders on 25 March 1988 and delivered to the Registrar of Companies after approval at the Annual General Meeting which will be held on 19 April 1988. Members of the public may obtain copies of the accounts after 25 March from Shareholder Relations on 01-283 7500 Ext 8866.



**Commercial Union
Assurance Company plc**

Share stake sales help T.Cowie double profits to £17m

By CLAY HARRIS

T. Cowie, the motor dealer and Britain's largest vehicle contract hire group, doubled pre-tax profits for the fourth consecutive year in 1987. The total reached £17m (£8.2m) on the strength of Cowie's trading profits on share stakes in other motor distributors.

A proposed final dividend of 2p (0.95p) doubles the total payout to 2.6p (1.3p adjusted for a scrip issue). Fully diluted earnings per share rose by 87 per cent to 14p (7.47p).

Mr Tom Cowie, chairman and joint managing director, said yesterday that the group's three contract hire acquisitions last year - Herondrive, Marley Leasing and Reliant Leasing - made no contribution to profits in 1987 because of rationalisation costs.

The acquisitions, which increased Cowie's total fleet to 45,000 vehicles by the year-end, would begin to make a material contribution by next month. The group believes it can maintain the monthly growth rate of 750 vehicles achieved in January.

"While we are the largest in the contract hire business, we are certainly not the cheapest," Mr Cowie said.

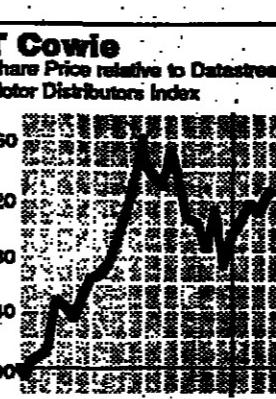
He warned that cut-price competitors were underestimating costs and were counting on unrealistically high residual values.

Turnover advanced by 4 per cent to £231.2m (£217.6m). Finance operations accounted for almost half of pre-tax profits with £8.1m (£5.1m), followed by motor dealerships with £5m (£3.2m).

Mr Cowie's smaller divisions, coach and bus operations contributed £250,000 (£245,000), agricultural equipment £612,000 (£523,000) and fire safety and security - sold to Britannia Security Group for £2.7m last month - £3.8m (£2.0m).

Profit on disposal of shares in Lookers, Godfrey Davis and Trimoco contributed £2.4m of £23.6m (£22.4m).

Mr Cowie said the rationalisation of last year's acquisitions was nearly complete. Marley and Herondrive had been merged and renamed Cowie Leasing, while the smaller Reliant had been absorbed into Cowie and the other contract hire operation, Interleasing.



T. Cowie

Share Price relative to Daimler Motor Distributors Index

1985 1986 1987 1988

100 120 140 160 180 200 220 240 260 280 300

1985 1986 1987 1988

100 120 140 160 180 200 220 240 260 280 300

1985 1986 1987 1988

100 120 140 160 180 200 220 240 260 280 300

1985 1986 1987 1988

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UK COMPANY NEWS

UK expansion lifts John Crowther 70% to £25m

BY ALICE RAWTHORN

John Crowther Group, the textile concern, yesterday announced a 70 per cent increase in pre-tax profits to £25.2m in the year to December 31 on sales up by 59 per cent to £37.2m.

The increase reflected continued expansion from distribution businesses in the UK and its growth through acquisitions. Mr Trevor Barker, chairman, said that the only disappointing area was the carpet division, where it has taken longer than expected to improve profitability.

Earnings per share rose to 17.8p (15.3p) and the directors propose to increase the final dividend to 3.1p making 4.3p (3.5p) for the year.

The distribution division saw operating profits rise to £13.5m (£8.5m) on sales of £15.6m (£9.1m). MCD, the UK carpets distributor, opened a new depot in the south east during the summer and is now considering another new site

in the south. WW, the clothing distributor, benefited in sourcing from the weakness of the Hong Kong dollar.

In the US, the reorganisation of Brinkmann is almost completed. New depots have come on stream and the business will eventually expand on the east coast.

Profits from the clothing division rose to £5.5m (£3.1m) on sales of £38.6m (£24.2m). The division's senior management team is now in place and the restructuring has been completed.

Crowther is still experiencing problems at Sunbeam, but expects this business to break even this year.

The group sustained a fall in profits to £2.9m (£5.4m) in its carpets division on sales of £78.9m (£76.4m). The decline was due to line withdrawals and further rationalisation at the Kidderminster plant, the cost of which is

expressed as an extraordinary item of £1.8m.

In the cloth division, profits rose to £1.6m (£1.4m) on sales of £26.3m (£14.8m). The reorganisation of the recently acquired spinning and knitting businesses is now completed, but the original woollen mill faces intensified competition following the recent rise in the wool price.

Comment

In the weeks after Black Monday - when the stock market vented its wrath on the speculative shares which had driven it upwards, and textiles resumed its old status of a dowdy, discounted sector - John Crowther Group, in the unenviable role of a speculative textile stock, saw its share price evaporate. When a share has fallen so far, so fast almost any news will revive it. The news of so hefty an increase



Trevor Barker - John Crowther chairman

Glentree paying £7m for surveyors

By Philip Coggan

Glentree, one of the best-performing "shell stocks" of 1987, has made its second acquisition since the involvement of Hillsdown Holdings co-founder Mr David Thompson last May transformed the group's stock market profile.

The acquisition, of surveyors

Antony Green & Spencer,

which provides agency services to property owners and developers throughout the UK, and is involved in a number of projects, including the London Pavilion at Piccadilly Circus and a shopping centre and office development at Clapham Junction.

The vendors have warranted pre-tax profits of £1m and £2.27m for the years to March 1988 and 1989 respectively. Glentree is paying about £7.2m in the form of 10.36m shares plus £728,000 in cash. Mr Anthony Green and Mr Antony Spencer will then be invited to join the board.

Also joining the board is Mr Richard Thompson, the chairman's son, who will assist with the development of the group's commercial property activities.

Glentree also unveiled yesterday its second interim profits, for the 12 months to November 30, which reflect the original estate agency business plus four months' figures of Goldschmidt Bowland Castles, the Hampstead agency which was acquired during the period.

Pre-tax profits were £659,000, compared with £190,000 in the previous year. Earnings per share were 1.28p (0.49p) and the directors are declaring a second interim dividend of 0.3125p.

Chloride in talks

Chloride, the battery group, has announced that it is at an "advanced stage" of discussions relating to the acquisition of the Lightguard division of US group Exide Electronics.

Lightguard is one of the US' largest manufacturers of emergency lighting equipment. Chloride says the acquisition would give the group annual sales of emergency lighting of \$40m.

Drayton Japan holders poised to support AJS resolution

By NICKI TAIT

SHAREHOLDERS of Drayton Japan, the largest MIM-managed investment trust with assets totalling £280m, yesterday looked set to back an amended resolution calling on directors to devise a discount-eliminating scheme with a full cash option.

At 6.30 last night votes cast at an extraordinary meeting some two hours earlier were still being counted - although the outcome seemed in little doubt.

The resolution had been proposed by AJS Partners, the New Jersey-based investment partnership which has built up a 27 per cent voting interest in Drayton. The Drayton board strongly opposed the AJS motion and had already put forward plans to con-

vert the fund into a split level investment trust with different classes of income and capital shares.

AJS argued that these proposals were inadequate because significant shareholders wished to cash in their holdings, thereby creating a technical overhang and depressing the price of the new shares.

At yesterday's EGM, the first motion to amend AJS's initial resolution and include insistence on the provision of a cash exit route, was carried by 4.2m votes to 2.7m - representing a 61 per cent vote in favour. Votes cast represented around 86 per cent of the total votes possible.

Anyone who turned up at yesterday's meeting expecting fireworks, however, was disappointed. There were no questions to directors - and all that ensued was a 50-minute delay as votes on that first motion were counted and a few quips from Drayton's chairman, Lord Stevens. The meeting was then closed before the result of the second vote - on the amended resolution itself - was announced.

However, aside from AJS's own stake in Drayton, certain large institutional shareholders - amongst them, Prudential, Standard Life and Eagle Star - were known to be supportive of the amended resolution.

Pacific expansion as Shandwick hits £3m

By FIONA THOMPSON

Shandwick, the world's third largest public relations group with annual billings of £50m and 3,500 clients including Sylvester Stallone and Jean-Claude Van Damme, yesterday moved into the Japanese market with the acquisition of International Public Relations (IPR).

Shandwick is to pay an initial Y2.19bn (£13.65m) and further profit-related payments up to a maximum of £25m for IPR, Japan's largest independent PR consultancy.

Shandwick also announced the acquisition of The McCann Consultancy, UK public relations, advertising and design business, for £2.29m, a 1-for-3 rights issue to raise £16m to fund the purchases, and interim pre-tax profits more than trebled to £3.1m.

Shandwick has consultancies in the US, Canada, Hong Kong, Singapore, and Australia. "The acquisition of IPR will consolidate Shandwick's network in the Pacific region," said Mr Peter

Gummer, chairman, "and it will complete the structure of an international consultancy, mirroring the triangular pattern of world trade - Europe, North America and the Pacific."

IPR, established in 1988, made pre-tax profits of £300,000 in the year to March 31, 1987. Operating income was £5.33m.

Apart from the initial £9.55m payment for IPR, Shandwick may also pay additional amounts based on IPR's pre-tax profits for the six years ending March 31, 1993 to a maximum of £20.4m. A further additional payment, to a maximum of £5m, may also be made.

For the McCann acquisition, Shandwick will pay £2.23m in cash plus £500,000 for McCann's net tangible assets. McCann's pre-tax profits of £160,000 on operating income of £2.05m in the year to end-December.

To fund both acquisitions, Shandwick plans to raise £16.58m by issuing 3.68m new ordinary

shares at 45p on a 1-for-3 basis.

Morgan Grenfell has underwritten the issue and the broker is Bowes & Pittman.

For the six months to January 31, 1988, Shandwick reported pre-tax profits ahead of £3.1m from £1m. Operating income also trebled to £15.97m, compared with £5.16m last year. Earnings per share advanced to 20.0p (9.7p).

Shandwick has purchased 12 companies since going public in October 1985, seven of these last year. Of the pre-tax figure, £1m was from organic growth and £2m through acquisitions. Geographically, 65m of the £16m operating income originated from Europe, £7m from North America and £3m from the Pacific.

Shandwick has a range of clients, 15 per cent of its business comes from entertainment PR, 20 per cent from consumer goods, 20 per cent from corporate accounts, 15 per cent from industrial and hi-tech business, 10 per cent from financial PR, 15 per cent from

culture and the arts; and 5 per cent from government relations work.

The interim dividend was set at 2p (1.5p).

Comment

Any company with Olivia Newton-John and the Sultan of Brunei on its books certainly cannot be accused of putting all its eggs in one basket. Shandwick has always stressed the importance of a diverse client base and yesterday's acquisitions again reflect that. A number of people were going after IPR, and while at first glance it may have seemed fully priced, it is automatically bringing with it £300,000 in referral business. The interim results were better than most forecasts, and analysts have bumped up their full year predictions to about £8.5m. The shares closed unchanged at 53p last night. An ex-rights price of 50p produces a prospective p/e of just under 11, in line with the sector.

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To fund both acquisitions, Shandwick plans to raise £16.58m by issuing 3.68m new ordinary

Electra backs New York reinsurance firm

By NICK BUNKER

TWO FORMER executives of Guy Carpenter, the world's biggest reinsurance intermediary, are setting up a New York reinsurance brokerage firm with backing of \$5m (£3.62m) from a consortium of British investors including Electra Investment Trust.

The two men, Mr Tal Piccone and Mr Joseph Fedor, were vice

presidents at Guy Carpenter, a powerful, but very publicity-shy subsidiary of US-based Marsh & McLennan, the world's largest insurance broking group.

Their firm will be called US Re Corporation, said Mr Peter Carruth, Electra's New York representative. Other British institutional investors within the

consortium backing the venture are Charterhouse Development, Noble Grossart, and Octavian Group.

The project is the latest of a series of insurance-related investments by Electra. It also has a holding in Windsor Group, the quoted Lloyd's broker, and was involved in the purchase of the

ICI £66m Canadian deal

By ANDREW HILL

Imperial Chemical Industries, the chemicals multinational which owns about 72 per cent of C-I-L, Canadian manufacturer of chemicals, fertilisers and mining explosives, yesterday announced plans to buy the outstanding shares for C\$14.82m (£8.64m).

The remaining 3.9m common shares, quoted in the Canadian

stock market, are currently held by the public and ICI has said it is willing to consider a price of 45c per share.

C-I-L said that no decision had been taken to proceed with the transaction and the board is to consider the proposal.

In 1987, total sales of C-I-L were C\$1.34bn, of which more than 20 per cent were made in the US.

Andrew Hill on misfortunes of the printer's friend

Rotaprint reaches end of its run

IF SENTIMENT were enough to keep a company alive then business at Rotaprint - one of the country's last manufacturers of small offset printing machines - would now be booming: thousands of jobbing printers learnt their trade on Rotaprint presses, or aspire to own one.

But last Friday the 51-year-old company asked Midland Bank to call in the receivers, less than a year after the introduction of two new presses which Rotaprint had promised would return the company to profit after nearly four years in the red.

In the last few years Rotaprint, which has a 16 per cent UK market share, has been beset by production and labour relations problems. The difficulties were aggravated by the City's view of the company as a fancied penny stock, which boosted its share price and increased the number of shareholders tenfold - but also the cost of servicing them.

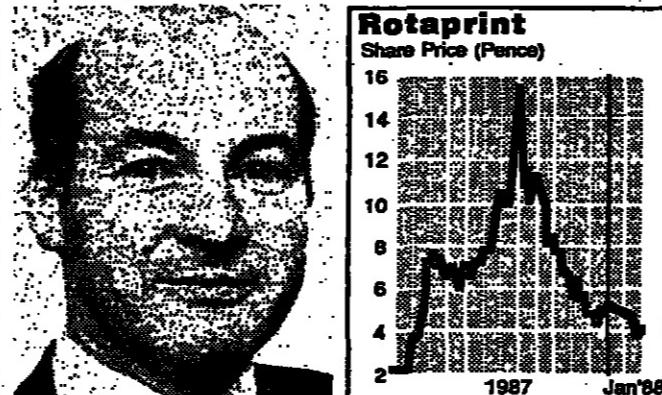
Ironically, Mr John Crates, chairman, says order books are "very healthy, positively encouraging". The new presses are well received, but were five or six years in development, and trade observers say Rotaprint has had to survive for too long on the strength of its reputation and sales of accessories such as printing ink and plates.

When the new presses finally arrived it proved difficult to convert acclaimed prototypes into successful production models and demand outstripped supply. The cost of correcting these manufacturing problems - which at one point last year brought the production line to a standstill - was perhaps the decisive factor in pushing Rotaprint towards receivership.

Seen in the longer term, Rotaprint's decline from its commanding position in the 1950s and 1960s reflects a 20-year contraction of the British printing equipment industry, caused by the rising fortunes of German and Japanese volume manufacturers.

West German machines, like those produced by Heidelberg, are said to be of better quality, while Japanese presses are cheaper and manufactured in greater quantities than the Rotaprint models.

Rotaprint was set up in the US in 1927 as a selling agent for a German company and turned to manufacture after the war. In the 1960s over half its sales were made overseas, with Japan's



would have shown a downturn

identified as a major market, and the company even had a short-lived agreement to make offset printing and duplicating machines for Xerox.

Recession, labour relations problems and competition from imports affected the whole British printing industry during the 1970s and early 1980s. The liquidation of Rotaprint's French distributor, and the absence of new designs pushed the company near to collapse and in 1981 Midland called in Mr David Angwin, a top executive in the engineering industry, as chairman and company doctor.

However, continued competition from overseas forced Rotaprint to reduce margins, while the cost of developing new products was not offset by Mr Angwin's attempts to raise finance with a £1.3m rights issue. Management time was also taken up by legal battles with the original German company over the use of the Rotaprint name. Rotaprint of Germany is itself in the equivalent of receivership.

Hopes were raised in 1986 with the arrival of a new management team from Crystalite, the electronics group where profits were steadily increasing. Mr Crates and Mr Charles Howe, managing director, saw potential for expansion and consolidation of Rotaprint's core businesses.

"There were system and organisation problems, labour relations problems: rationalisation was needed in every department," said Mr Crates, who immediately restructured the group's finances with a £2.75m rights issue and a £1.02m share placing.

Financial rationalisation was a mixed blessing: now a penny

Life Department

There was an increased contribution to profit and loss account from our long term funds, which also recorded UK new business production as follows:

	1987	1986
New Life and Annuity Premiums	£1.38	£1.48
Annual	34.1	29.2
Single	36.4	30.5

Final Dividend for the year ended 31st December 1987

The Directors have decided to recommend to the Shareholders at the Annual General Meeting to be held on 4th May 1988, a final dividend on the Ordinary Shares of 22.5p per share (1986 18.0p) payable on or after 1st July 1988, to Shareholders on the register on 1st

COMMODITIES AND AGRICULTURE

Two-horse race for Comex leadership

By Deborah Hargreaves in New York

IN A vote next Tuesday members of New York's Commodity Exchange (Comex) will choose their first elected chairman, to succeed Mr Alan Brody, who will remain president and chief executive officer.

With the exchange bent on boosting its image, the winner of the two-horse race for the chairmanship will face a tough job steering Comex through the next couple of years of increasing competition in its metals business and a pressing need to diversify.

Its 72 members will cast their votes between an outspoken, seasoned trader, Mr John Hanemann, and the more intellectual Mr William Garvey.

Both are keenly aware of the problems facing Comex. In spite of many attempts the exchange has yet to come up with a viable new product to help it push to diversify out of its traditional base in metals trading. Its corporate bond futures contract, launched just before last year's stock market crash, hardly registers any traders at all.

Mr Garvey realises the need to come up with a new product, having been involved with the exchange's new products committee for many years. And Mr Hanemann says it is keen to take advantage of a small metal exchange Comex purchased in Utah two years ago to develop cross-trading between precious metals futures and mining stocks. Rival exchanges have also pushed to attract business from Comex's core contracts — gold, silver and copper futures and options — albeit without much success.

But Comex's reputation has been much tarnished since the 1980 crisis in the silver market and the failure of one of its clearing firms — Volume Investors Corporation — in 1985. Further problems with its clearing procedure forced the exchange to clear early for three days last year.

Many members disliked the way the current chairman, Mr Alan Brody, handled the exchanges difficulties. One Comex board member called his elevation to the position of chairman, "ridiculous", adding it was impossible for a full-time official to cope with the politics of such a vociferous exchange community.

Mr Garvey says he wants to "end the leadership drought" at Comex and give the exchange's public image a "major overhaul".

"I don't think Alan knew our needs or much about trading," comments Mr Hanemann.

Both candidates are backing a merger with Comex's neighbour, the New York Mercantile Exchange, and Mr Hanemann puts a strong emphasis on merger talks.

Indonesian problem sends nickel price still higher

BY KENNETH GOODING, MINING CORRESPONDENT

NEWSPRODUCTION problems at PT International Nickel Indonesia (PT Inco) sent the London Metal Exchange price for nickel to be delivered in three months to a record \$10,500 a tonne at one stage yesterday.

The potential loss of output at PT Inco is only about 250,000 tonnes compared with annual western world consumption of around 1.3bn lbs.

"This shows what panic would occur if there was a major loss of production," pointed out Mr John Harris, an analyst with London metal traders Rudolf Wolff.

"People are in a state of shock. They don't know where it goes from here."

Analysts are beginning to look back at the \$16,000 a tonne free metal price achieved during 1980 when the nickel producers were hit by strikes.

Demand for nickel, particularly from the stainless steel producers, remains high. World stocks are dangerously low, the metal is in very short supply and LME prices have soared during the past week.

By the close last night, the three-month LME price had eased back to \$10,250 a tonne, up by \$1,130 from Tuesday's closing level, while the cash price, which reached a record \$10,000 a tonne on Friday, gained \$1,750

Cocoa tumbles to fresh lows

BY DAVID BLACKWELL

COCA PRICES tumbled to fresh lows in London yesterday as the International Cocoa Organisation (ICO) began to debate alternative methods of supporting prices now that buying for the buffer stock has been completed.

The second position futures contract fell back below \$1,000 a tonne, closing at \$990 a tonne, down \$12 from Tuesday's close and the lowest level since November 1982.

Dealers, who are divided on the immediate trend of prices, said much depended on the outcome of the talks. Some believed prices would fall further because of bearish fundamentals, while some thought an upturn was in sight for an oversold market.

Earlier in the day, prices improved as sentiment was boosted by news that the IMF had approved loans to the Ivory Coast, the world's biggest cocoa producer, which is about \$30m in arrears to its payments to the ICO.

Consumers at the talks this week have been concerned that the Ivory Coast's arrears could hamper the financing of a cocoa withhold scheme, which will be introduced automatically if alternative price support measures are not agreed.

The scheme will aim to keep as much as 120,000 tonnes of the market.

Delegates from producing and consuming countries agreed to keep discussions on price support measures and the level of intervention prices separate. The rules of the organisation require both questions to be settled after last week's completion of buying for the buffer stock, which now stands at the maximum of 200,000 tonnes.

Intervention prices, measured in Special Drawing Rights, range in the range of 1,485 SDRs to 2,155 SDRs a tonne. If the talks do not decide otherwise, they will be automatically by 115 SDRs.

At the moment, the indicator price is around 1,310 SDRs a tonne.

In Abidjan Fraternal Matin, the official Ivory Coast newspaper, said it was difficult to believe that the talks in London could boost falling prices. The newspaper said destroying the cocoa surplus was the only way to lift the market.

Malaysia's leading cocoa growers have told government officials that they are against the country joining the ICO, in spite of pressure from other experts. Renter reports from Kuala Lumpur.

"We believe that commodity agreements do not work. This is illustrated by falling prices

reflecting disintermediation emanating from the current LCCO.

Meetings, following earlier follow-through, to buy off-stop funds and follow-through buying cattle futures, while steady cash values firm live hogs. Bellies eased reflecting negative fundamentals. With the exception of meat, the grains were easier across the board.

WORLD COMMODITIES PRICES

Brazilian pulp industry fears timber shortage

BY JOHN BARHAM IN SAO PAULO

BRASIL'S successful paper and pulp industry is worried that it may face a shortage of raw materials within a few years and is pressuring the government to change its decision to remove tax incentives from re-afforestation projects.

Paper companies complain that planting and expanding forests is not economically justifiable without the tax incentives. Mr Evans Lopes, an executive at the Klabin Papéis paper company, said: "The financial cost of working capital used to plant forests is too high for forestry companies and the vertically integrated paper companies."

Mr Lopes says that unless the government changes its mind, Brazil may once again become a net importer of paper products.

Brazilian companies have carved out a large slice of the world paper market because of the government incentives. Their fast-growing eucalyptus and pine trees make production even cheaper than in Canada or Sweden.

The supply of pine and eucalyptus trees for the paper and pulp industry is already narrowing and will reach crisis proportions within two years, the companies claim. Officials say it is impossible to estimate the pulp shortage, because no reliable figures exist.

The companies say they cannot increase domestic prices now to finance forestry expansion. Price increases would probably lead to a reduction in demand, which in Brazil is weak for paper products. Furthermore, prices are under tight government control.

Mr Lopes added that, although international prices, which rose substantially last year, were providing companies with "very important returns", profit margins were still too thin to provide funds simultaneously to expand forestry and invest in new industrial plant.

The government will still provide tax incentives for forests in other parts of Brazil. However, in those regions the soil is poorer and trees grow more slowly than in the fertile south.

Harvesting begins at world's biggest pine plantation

BY PATRICK KNIGHT, RECENTLY IN SAO PAULO

HARVESTING HAS begun at the world's biggest tropical pine plantation. The 80,000-hectare Acel project in Amazon, Brazil's northernmost state, is planned to produce 150,000 tonnes a year of pine chips for export.

In the first phase, 400,000 tonnes of wood a year is to be taken by barge 200km upstream to the Jarí pulp project, which has been badly hampered by a timber shortage. In the second phase, due for completion in two years time, 500,000 tonnes of wood chips are scheduled to be exported annually, probably to Scandinavia and Japan.

By the mid-1990s Jarí should finally be self-sufficient allowing Acel to export the full 150,000 tonnes of chips a year.

Acel was set up in the early 1970s by CAEMEL, one of Brazil's leading mining groups. In anticipation of the time when its manganese mines in Amazon would be exhausted, these miners are linked to a port by a 200 km railway and there are two large townships.

In the early 1970s the government wanted the remote Amazon state to be developed and 160,000

tonnes-a-year mill and plantation timber has had to be supplemented by wood from the natural forest.

This all makes operating the Jarí mill extremely complicated as feedstock has to be frequently switched. Wood from Acel will be solved by Mr Daniel Ludwig, the American billionaire.

In two years time, 84,000 hectares will have been planted at Acel and from then on 7,000 hectares will be cut and replanted each year.

The government will still provide tax incentives for forests in other parts of Brazil. However, in those regions the soil is poorer and trees grow more slowly than in the fertile south.

Farm export body in jeopardy

BY BRIDGET BLOOM

FARMERS' FUTURE looks increasingly uncertain as the British Agricultural Export Council, of which its director, Mr John Hanemann, is president, faces a vote of no confidence from its members.

Mr Peter Sillars, Chief Executive, said yesterday that membership, which in recent years has provided the greater part of BAEC's budget, had declined from 170 to the present 120 in the last three years.

The recession in the agricultural industry was principally to blame, for a number of compa-

nies had gone out of business or amalgamated with others, while many of the rest were being forced into major economies.

BAEC was given a once-and-for-all cash injection of £400,000 last year from the Ministry of Agriculture and the Department of Trade and Industry to tide it over until it found new sources of finance.

This it has apparently failed to do, while it has also not taken the Government's advice that it should merge with Food from Britain, the government-supported organisation which promotes the country's 250bn food industry.

Yesterday, the Agriculture Ministry ruled out the possibility of more government aid for BAEC, noting that it was an organisation representing commercial companies and should

therefore be expected to stand on its feet.

Mr Peter Goldsmith, Chairman of Food from Britain, said that while he had sympathy for BAEC's plight, his own organisation was itself short of funds. A merger seemed inappropriate for that reason, and because the sectors which the two bodies covered were in fact quite different.

BAEC's members range from the big companies like ICI and Massey Ferguson to much smaller animal breeding companies or agricultural equipment suppliers.

Yesterday's statement said that £100,000 was needed to keep the BAEC in being. While this was not a large sum in relation to government spending on export promotion or in relation to the potential for increasing agricultural supply exports, it was a sizeable figure.

Traded potato options planned

BY DAVID BLACKWELL

THE LONDON Potato Futures Market — part of the Baltic Futures Exchange — is to announce tomorrow the launch of traded options on its April contract.

The traded options contract will start trading on Monday March 14 for the April 1988 potato futures contract. It will be available only on the April position — the market's most successful contract — which is currently in existence.

Mr Peter Englebright, futures director of the market, said that existing non-transferable options contracts would remain on the books. But there had been growing pressure from brokers for a traded options contract.

Futures enable hedgers to lock in prices for the purchase or sale of commodities on particular

dates, effectively transferring unwanted risks to speculators. But options are seen as more flexible and less risky, since they merely confer on the buyer the right to buy or sell, with no obligation to do so if the market moves adversely.

Traded options are already in existence at the London International Financial Futures Exchange (Liffe), the London Metal Exchange and the London Futures and Options Exchange (Fox).

Meanwhile, the market is expecting what Mr Englebright described as "a considerable number" of deliveries against the April contract this year. More than 20 new storage keepers have been approved this week and there are now more than 240

traders in the market, up from 120 a year ago.

Futures enable hedgers to lock in prices for the purchase or sale of commodities on particular

delivery points throughout the UK.

He believes that farmers and merchants have nothing to be afraid of in delivering their potatoes against the contract. This time last year some farmers, upset by problems in delivering 500 of the 40-tonne lots, became convinced there was a squeeze in the market as the futures price moved above the physical price.

In response to this pressure, the market last July launched a cash settlement contract based on the Potato Marketing Board average weekly price. The fact that the cash settlement contract has not been particularly successful indicates that those using the market prefer the physical delivery contract, said Mr Englebright.

"We believe that commodity agreements do not work. This is illustrated by falling prices

said a producer.

WORLD COMMODITIES PRICES

US MARKETS

IN LACKLUSTRE TRADING, the pricewise metals markets closed roughly unchanged to slightly easier as trade selling funds to overcome commission house and local buying resistance.

Burnham Lumber Company ratified the market underwent a technical correction with short-covering. Energy futures continued weak as trade and local selling kept prices under pressure despite a brief rally as commission houses bought touching off stops. Fund buying of the spreads was noted. Coffee rallied as short-covering emerged reflecting a slight oversold condition and in the absence of price-fix selling. Sugar rallied under the influence of reports that China had bought 100,000 tonnes of sugar, mainly from Thailand, at 115 SDRs a tonne.

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WORLD COMMODITIES PRICES

CHICAGO

SOYBEANS 6,000 bu/mm cent/50lb bushel

Close Previous High/Low

Mar 15.65 15.67 15.54 15.37

May 15.55 15.69 15.62 15.32

Jun 15.55 15.69 15.62 15.32

Jul 15.55 15.51 15.49 15.28

Aug 15.55 15.51 15.49 15.28

Sep 15.55 15.51 15.49 15.28

Oct 15.40 15.41 15.35 15.27

Nov 15.37 15.38 15.30 15.37

Dec 15.37 15.38 15.30 15.37

Jan 15.37 15.38 15.30 15.37

Feb 15.37 15.38 15.30 15.37

Mar 15.37 15.38 15.30 15.37

BUSINESS LAW

Eurotwists to make Britain toe the line

By A.H. Hermann, Legal Correspondent

TO SAY, as some do, that Lord Coefield, the Community Commissioner for the Internal Market, is too big for his boots and unlikely to be re-appointed is somehow besides the point. It requires exceptional self-control not to grow out of one's boots in the rarefied atmosphere of Berlaymont's 13th floor, with its vast and luxurious offices and devoted staff who have nothing much else to do but assure the commissioners that they are, or at least should be, ruling Europe. Little can be achieved by replacing a commissioner; his successor would succumb in no time to the snare of his physical surroundings. True, the selection of commissioners could be improved, but, above all, the Commission should be subject to the constitutional checks usual in democracies.

A similarly worthless victory was achieved last week by the UK in case 131/86. The Court cancelled a Council Directive of March 25 1986 which provided minimum standards for the cages in which egg-laying battery hens should be kept, but confirmed again the Commission's claim that the Directive should be based only on Art 43, requiring majority voting and not jointly on Art 100, requiring unanimity.

The Court reasoned that Art 43 is the appropriate legal basis for all regulations concerning the production and commercialisation of agricultural products and aiming at the objectives of agricultural policy proclaimed in Art 39 of the Treaty.

This reasoning is difficult to follow. Art 43 provides in paragraph 3 for qualified majority decisions on measures submitted by common organisations of agricultural markets. Art 40 provides that such common organi-

zations may be established in order to achieve objectives set out in Art 39. These objectives are listed as follows:

- increase of agricultural productivity,
- fair standard of living of the agricultural community,
- stabilisation of markets,
- reasonable consumer prices.

No word about the welfare of animals.

By contrast, Art 100 enables the Council to adopt by an unanimous decision a much wider spectrum of unspecified directives for the harmonisation of national laws directly affecting the operation of the Common Market. Measures taken for the benefit of animals can be brought under the wider scope of Art 100 but not under Art 43, which provides only for measures benefiting farmers.

This, though verbose, seems to be capable of the same effect as the directive. Even if there was some ambiguity in the Act, UK courts would choose from the possible interpretations the one which agrees with the directive. It is hard to say why the Commission makes so much fuss about so little, unless it is to train member states to obey blindly in small things, so that they lose the capability to question orders which really matter.

The same motive seems to be behind the latest action by the Commission against the Council. In case 11/86 it asks the Court to declare void a Council regulation defining the maximum permissible content of residual insecticides in animal feeding stuffs. The Commission has nothing against the contents of the regulation but complains that the Council had the temerity to base its decision not only on Art 43 of the Treaty as proposed by the Commission, but also on Art 100, thereby moving it from the category of acts requiring only major legislative decision to acts requiring unanimous decisions.

The contents of the regulation were also not in question when the Court recently annulled Council Regulation No 85/469. This removed the possibility of using, for therapeutic purposes only, five specified hormones still allowed after the general prohibition of hormone additives to animal feeding stuffs by Reg 81/602. In autumn 1986, the Commission prevented a meeting of the scientific sub-committee of the Economic and Social Council which was expected to declare that the five artificial hormones then still allowed were harmless. Overruling a protest by the British government, in November 1986 the Commission produced a new draft regulation completely prohibiting the use of any synthetic hormones and this was adopted by the Council on the basis of Art 45 of the Treaty which requires only a majority decision.

A little victory then against EC bureaucrats who think they may rewrite their masters' decisions. No doubt, however, they will have no difficulty in making the Council adopt the "improved" text of the Directive.

There will be no real respect for the Treaty and the rights of member states unless the candidates for appointment to the Commission and the Court are subjected to the sort of parliamentary scrutiny to which candidates for posts of similar importance are subjected in the US; and unless the Commission is made fully answerable to a truly representative European Parliament.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar gains a little ground

THE DOLLAR closed below the day's highs in Europe, but gained support from a Japanese news agency report that an unnamed senior US official said a higher dollar value will be accepted, until the rise becomes counterproductive to the trade adjustment process.

He was reported to have added that this would be consistent with the upper range in the Louvre agreement equivalent to a level of Y10.00.

From this unsecured report there were no factors to move the market, and no reaction to a much larger than expected fall of 9.0 p.c. in January US new home sales, against forecasts ranging from a decline of 0.5 p.c. to 2.0 p.c.

US factory orders fell 0.6 p.c. in January, which was rather lower than expectations of a fall in the region of 0.5 p.c. to 1.7 p.c., but also had no impact.

Mr Alan Greenspan, chairman of the Federal Reserve Board, gave evidence to the US Senate budget committee, but without encouraging any reaction from the market.

Trading remained quiet and nervous, with dealers expecting the dollar to stay in a narrow range, until publication of the January US trade figures on March 17.

The dollar rose to DM1.6825 from DM1.6820, to FF15.7275 from FF15.7050, to SF1.3910 and to Y129.15 from Y128.25.

On Bank of England figures the dollar's index rose to 94.6 from 94.3.

£ IN NEW YORK

Mar. 2	Last	Previous Close
4 Sat.	1.7550-1.7770	1.7550-1.7765
1 Month	1.7560-1.7755	1.7550-1.7765
3 Months	1.7560-1.7755	1.7550-1.7765
12 Weeks	1.7560-1.7755	1.7550-1.7765

Forward premiums and discounts apply to the US dollar

STERLING INDEX

Mar. 2	Last	Previous
8.30	74.7	74.7
9.0	74.7	74.7
10.00	74.7	74.7
11.00	74.8	74.7
12.00	74.7	74.7
1.00	74.7	74.7
2.00	74.7	74.7
3.00	74.7	74.7
4.00	74.7	74.7

CURRENCY RATES

Mar. 2	Rate	Special * Forward Rate	Forward Rate
US \$	1.7550-1.7765	1.7550-1.7765	1.7550-1.7765
1 Month	1.7560-1.7755	1.7550-1.7765	1.7550-1.7765
3 Months	1.7560-1.7755	1.7550-1.7765	1.7550-1.7765
12 Weeks	1.7560-1.7755	1.7550-1.7765	1.7550-1.7765

*All SDR rates for Mar. 1

CURRENCY MOVEMENTS

Mar. 2	Bank of England Index	Moving 100 Index Change %
Sterling	72.8	-0.7
US \$	70.0	-0.7
Canadian Dollar	70.0	-0.7
Australian \$	14.3	+0.8
New Zealand \$	14.3	+0.8
Belgian Franc	4.9044	+0.015
French Franc	7.9792	+0.0005
Swiss Franc	1.7892	+0.0005
Dutch Guilder	3.24	+0.0005
Italian Lira	1.7500	+0.0005
French Franc	7.7603	+0.0005
Spanish Peseta	1.2194	+0.0005
Portuguese Escudo	2.1145	+0.0005
Swiss Franc	1.7892	+0.0005
Italian Lira	1.7500	+0.0005
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UNIT TRUST INFORMATION SERVICE

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 33

NYSE COMPOSITE CLOSING PRICES

Continued from Page 32

12 Month High	Low	Stock	Div.	Yield	100s \$/pt	Open	High	Low	12 Month High	Low	Stock	Div.	Yield	100s \$/pt	Open	High	Low	12 Month High	Low	Stock	Div.	Yield	100s \$/pt	Open	High	Low	12 Month High	Low
78	78	PortCo	.20	12	2075	254	78	78	78	78	PortCo	.14	12	115	254	78	78	78	78	78	78	PortCo	.14	12	115	254	78	
79	79	PortCo	.52	21	2075	254	79	79	79	79	PortCo	.14	12	115	254	79	79	79	79	79	79	PortCo	.14	12	115	254	79	
80	80	PortCo	.14	14	2075	254	80	80	80	80	PortCo	.14	12	115	254	80	80	80	80	80	80	PortCo	.14	12	115	254	80	
81	81	PortCo	.14	14	2075	254	81	81	81	81	PortCo	.14	12	115	254	81	81	81	81	81	81	PortCo	.14	12	115	254	81	
82	82	PortCo	.14	14	2075	254	82	82	82	82	PortCo	.14	12	115	254	82	82	82	82	82	82	PortCo	.14	12	115	254	82	
83	83	PortCo	.14	14	2075	254	83	83	83	83	PortCo	.14	12	115	254	83	83	83	83	83	83	PortCo	.14	12	115	254	83	
84	84	PortCo	.14	14	2075	254	84	84	84	84	PortCo	.14	12	115	254	84	84	84	84	84	84	PortCo	.14	12	115	254	84	
85	85	PortCo	.14	14	2075	254	85	85	85	85	PortCo	.14	12	115	254	85	85	85	85	85	85	PortCo	.14	12	115	254	85	
86	86	PortCo	.14	14	2075	254	86	86	86	86	PortCo	.14	12	115	254	86	86	86	86	86	86	PortCo	.14	12	115	254	86	
87	87	PortCo	.14	14	2075	254	87	87	87	87	PortCo	.14	12	115	254	87	87	87	87	87	87	PortCo	.14	12	115	254	87	
88	88	PortCo	.14	14	2075	254	88	88	88	88	PortCo	.14	12	115	254	88	88	88	88	88	88	PortCo	.14	12	115	254	88	
89	89	PortCo	.14	14	2075	254	89	89	89	89	PortCo	.14	12	115	254	89	89	89	89	89	89	PortCo	.14	12	115	254	89	
90	90	PortCo	.14	14	2075	254	90	90	90	90	PortCo	.14	12	115	254	90	90	90	90	90	90	PortCo	.14	12	115	254	90	
91	91	PortCo	.14	14	2075	254	91	91	91	91	PortCo	.14	12	115	254	91	91	91	91	91	91	PortCo	.14	12	115	254	91	
92	92	PortCo	.14	14	2075	254	92	92	92	92	PortCo	.14	12	115	254	92	92	92	92	92	92	PortCo	.14	12	115	254	92	
93	93	PortCo	.14	14	2075	254	93	93	93	93	PortCo	.14	12	115	254	93	93	93	93	93	93	PortCo	.14	12	115	254	93	
94	94	PortCo	.14	14	2075	254	94	94	94	94	PortCo	.14	12	115	254	94	94	94	94	94	94	PortCo	.14	12	115	254	94	
95	95	PortCo	.14	14	2075	254	95	95	95	95	PortCo	.14	12	115	254	95	95	95	95	95	95	PortCo	.14	12	115	254	95	
96	96	PortCo	.14	14	2075	254	96	96	96	96	PortCo	.14	12	115	254	96	96	96	96	96	96	PortCo	.14	12	115	254	96	
97	97	PortCo	.14	14	2075	254	97	97	97	97	PortCo	.14	12	115	254	97	97	97	97	97	97	PortCo	.14	12	115	254	97	
98	98	PortCo	.14	14	2075	254	98	98	98	98	PortCo	.14	12	115	254	98	98	98	98	98	98	PortCo	.14	12	115	254	98	
99	99	PortCo	.14	14	2075	254	99	99	99	99	PortCo	.14	12	115	254	99	99	99	99	99	99	PortCo	.14	12	115	254	99	
100	100	PortCo	.14	14	2075	254	100	100	100	100	PortCo	.14	12	115	254	100	100	100	100	100	100	PortCo	.14	12	115	254	100	
101	101	PortCo	.14	14	2075	254	101	101	101	101	PortCo	.14	12	115	254	101	101	101	101	101	101	PortCo	.14	12	115	254	101	
102	102	PortCo	.14	14	2075	254	102	102	102	102	PortCo	.14	12	115	254	102	102	102	102	102	102	PortCo	.14	12	115	254	102	
103	103	PortCo	.14	14	2075	254	103	103	103	103	PortCo	.14	12	115	254	103	103	103	103	103	103	PortCo	.14	12	115	254	103	
104	104	PortCo	.14	14	2075	254	104	104	104	104	PortCo	.14	12	115	254	104	104	104	104	104	104	PortCo	.14	12	115	254	104	
105	105	PortCo	.14	14	2075	254	105	105	105	105	PortCo	.14	12	115	254	105	105	105	105	105	105	PortCo	.14	12	115	254	105	
106	106	PortCo	.14	14	2075	254	106	106	106	106	PortCo	.14	12	115	254	106	106	106	106	106	106	PortCo	.14	12	115	254	106	
107	107	PortCo	.14	14	2075	254	107	107	107	107	PortCo	.14	12	115	254	107	107	107	107	107	107	PortCo	.14	12	115	254	107	
108	108	PortCo	.14	14	2075	254	108	108	108	108	PortCo	.14	12	115	254	108	108	108	108	108	108	PortCo	.14	12	115	254	108	
109	109	PortCo	.14	14	2075	254	109	109	109	109	PortCo	.14	12	115	254	109	109	109	109	109	109	PortCo	.14	12	115	254	109	
110	110	PortCo	.14	14	2075	254	110	110	110	110	PortCo	.14	12	115	254	110	110	110	110	110	110	PortCo	.14	12	115	254	110	

AMERICA

Blue chips pare away gains as Dow ends slightly up

Wall Street

THE MARKET failed to hold on to early gains on Wall Street yesterday amid weakness in blue chip stocks, but it remained slightly above its post-crash high of the last two sessions, writes Deborah Hartmann in New York.

It drew some support from stronger bonds and a firmer dollar as well as expectations that unemployment data for February, to be released tomorrow, will be a further indication that the economy is in reasonably good shape.

Confidence in the stock market rose as the Dow Jones Industrial Average climbed in morning trading, but some sell programmes related to index arbitrage ate into those early gains.

Analysts reported the broad market to be stronger than the Dow Jones Industrial Average and were encouraged by the market's ability to hold above its post-crash high.

A wave of buying in mid-morning gave the market a 21-point gain at one stage, but this was followed by a slight pullback. Analysts said the lack of solid economic news had prevented a broad-based sustainable rally.

The credit markets renewed their strength largely due to the firmer dollar and a further weakening in oil prices. However, traders do not expect the Treasury bond market to break out of its narrow trading range until tomorrow's unemployment data is revealed, which could give it a push.

Factory goods order figures for January, released yesterday, showed a 0.6 per cent drop, which was smaller than expected, but this failed to have a significant impact on the bond market.

The Dow Jones Industrial Average closed at 2,071.29, a gain of 0.83 points on volume of just over 200m shares. Advancing issues led declines by a ratio of two to one.

Broader market indices advanced slightly with the Standard and Poor's 500 stock index up 0.77 points to 267.98 and the Nasdaq over-the-counter index firming 3.06 points to 370.38.

Oil stocks showed some weakness as the price of oil dropped sharply in choppy trading. Chevron was off \$1 to \$44.1, Amoco was down \$1.2 to \$76.1 and Mobil lost \$1.2 to \$43.4. Atlantic Richfield lost \$1.2 to \$74.7.

F.W. Woolworth's stock rose \$1.2 to \$62.4 after reporting an increase in fourth quarter earnings to \$2 a share from \$1.77 a share in the same period last year.

Other blue chip issues gave up some of their early gains, although some looked stronger in afternoon trading with IBM up \$1.2 to \$117.4, General Electric firming \$1.2 to \$45.1 and American Can Express gained \$1.2 to \$25.4.

In takeover stocks, Federated Department Stores lost \$1 to \$65.4 as the company announced it had agreed to a \$78.4-a-share bid by New York's privately-held R.H. Macy for 80 per cent of its outstanding shares.

J.P. Stevens jumped \$1.2 to \$51.2 after Tuesday's late offer from West Point-Pepperell of \$56 a share for the company. The bid came after a J.P. Stevens management group improved its leveraged buy-out offer to \$56 a share in cash, debentures and preferred stock. West Point-Pepperell eased \$1.2 to \$28.4.

Texas Instruments gained \$1.2 on rumours that the company is planning to launch a low-priced computer with artificial intelligence today.

Bristol-Myers added \$1.2 to \$45.4 after the US Government said it would give the company exclusive marketing rights for an anti-AIDS drug currently under human testing.

In foreign trading, the Treasury's benchmark 30-year long bond posted a gain of \$1 to 106.54 with a yield of 8.5 per cent.

The three-month Treasury bill dropped slightly to a yield of 5.74 per cent.

Canada

ENERGY, GOLD and base metal mining stocks led Toronto share prices higher in moderate trading.

The composite index rose 15.22 to 3,228.15 as advances outpaced declines by 512 by 232 on turnover of 22.8m shares.

Variety topped the list of active industrials, firming 3 cents to 65 cents. Among other actives, Inco climbed C\$5 to C\$29.4, despite a report that its Indonesian complex had shut because of earthquake damage.

J.P. Stevens jumped \$1.2 to \$51.2 after Tuesday's late offer

EUROPE

West Germany hit by profit-taking

London

PROFIT-TAKING pulled share prices down in Frankfurt, Paris and Milan after recent strong rises, with overseas investors focusing their buying orders on Zurich and Amsterdam, where blue chips were in good demand, writes Our Markets Staff in London.

FRANKFURT fell after a dull day's trading which saw little buying interest and some taking of profits.

The lack of news and the fact that there was little change in Wall Street overnight kept domestic and foreign investors away. "The market's had a good run and we're just marking time now," said one analyst.

The FAZ index closed off 2.12 at 456.83. Utilities group Veba was hit by profit-taking after announcing a 3 per cent rise in annual profits, and lost DMI 1.70 to DMI 238.50. Lufthansa was off DMI at DMI 142, in spite of reporting record load figures for last year.

Machinery group MAN fell DMI 1.30 to DMI 151.70 on news of flat interim sales.

Bonds rose by about 20 points in moderate trade, with 10-year bonds giving a yield of 6.17%.

PARIS closed lower as investors took profits, especially in the engineering and construction sectors, and institutional demand tapered off.

Tax worries unsettle Austrian investors

THE AUSTRIAN bourse has made a disappointing start to 1988 despite surviving the October crash reasonably well, writes Judy Dempsey in Vienna.

Over January and February the share index fell by 4 per cent, on one day descending to 188.91, the lowest level since April 1985. Turnover has also dropped sharply.

The main reason is uncertainty about the Government's overturn of the tax system.

Under the present system, there is a 20 per cent tax on

dividends, but bonds are undivided. However, income spent on newly issued shares is tax deductible if they are bought within a given time limit and if the issue value does not exceed a specified amount.

The planned reform will reduce the number of shares any one person can hold for tax purposes. Interest earned on bonds will also be taxed.

While analysts are still waiting for final details, they are worried the measures could have an adverse effect

on the securities markets at a time when the authorities are introducing a partial privatisation of state-run industries and banks, including Austrian Airlines in May.

The uncertainty about the tax reform, together with last year's discouraging bourse performance outlined yesterday by Mr Gerhard Wagner, bourse president, are now holding investors back.

In 1987, the share index fell from 261.88 to 263.91, an 18 per cent loss. Austrian turnover figures also fell, from

2,015.10 pending annual results to today. Unlike, which reported on Tuesday, added 1.1 to 211.50 on further consideration of its results.

ZURICH found favour among foreign and domestic investors and closed higher on moderate turnover.

London-based investors led the overseas demand, with heavy buying of blue chips, while local buyers focused on shares which have been overlooked since the crash. The Credit Suisse index ended up 4.8 to 464.7.

News that Swiss Bank had bought a block of shares in Balme pushed the Swiss insurance group up 5.6 to 571.56, removing fears that the unidentified foreign seller of the stake would launch a takeover attempt.

MADRID continued to rise, fuelled by strong domestic demand, with the general index rising 3.5 to 2,612.33, another high for the year.

Union Explosivos Rio Tinto gained 22 percentage points to 478 per cent of nominal market value, following news of an agreement with its Kuwaiti shareholders on board representation.

STOCKHOLM closed slightly higher after early declines which followed news of an inter-bank trading tax.

Royal Dutch eased 10 cents to

1,153.50, while the OMX index rose 1.2 to 1,153.50.

BRUSSELS saw the preoccupa-

tion with the battle for Société Générale weaken somewhat in the absence of any big surprises on that front and share prices closed mixed, but higher overall.

Electrical and utilities were boosted by the 0.25-point cut in discount rates with Ebas up 8.6 to 287.75 and Intercon 8.6 to 287.50.

GENOVA, which rose DMI 0.50 on Monday on joining the De Beaufort group, fell back a further 0.50 from Tuesday's losses to DMI 77.700. The main index rose 2.6 to 2,642.54.

AMSTERDAM was boosted by the firmer dollar and recent results from blue chips, with the ANP-CBS index adding 3.2 to 2,024.4.

PHILIPS remained in the lime-light, adding 40 cents to 21.70 following the previous day's news of a joint venture with Warner Brothers.

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AMSTERDAM was boosted by the firmer dollar and recent results from blue chips, with the ANP-CBS index adding 3.2 to 2,024.4.

PHILIPS remained in the lime-light, adding 40 cents to 21.70 following the previous day's news of a joint venture with Warner Brothers.

Royal Dutch eased 10 cents to

1,153.50, while the OMX index rose 1.2 to 1,153.50.

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with the battle for Société Générale weaken somewhat in the absence of any big surprises on that front and share prices closed mixed, but higher overall.

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